

6-2009

Information Outlook, June 2009

Special Libraries Association

Follow this and additional works at: https://scholarworks.sjsu.edu/sla_io_2009



Part of the [Cataloging and Metadata Commons](#), [Collection Development and Management Commons](#), [Information Literacy Commons](#), and the [Scholarly Communication Commons](#)

Recommended Citation

Special Libraries Association, "Information Outlook, June 2009" (2009). *Information Outlook, 2009*. 4.
https://scholarworks.sjsu.edu/sla_io_2009/4

This Magazine is brought to you for free and open access by the Information Outlook, 2000s at SJSU ScholarWorks. It has been accepted for inclusion in Information Outlook, 2009 by an authorized administrator of SJSU ScholarWorks. For more information, please contact scholarworks@sjsu.edu.

04

09

V 13 | N 04

information outlook

THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION

FOCUS:

THE FUTURE OF
THE PROFESSION



More Rights

300 Million Rights Managed Worldwide

More Content

Journals, Blogs, eBooks, Images

More Value

Collaboration License, Online Seminars, Tools, Resources & News

Copyright Clearance Center gives you more

at a time when everyone is making do with less. The rights you need for the content you want, and complimentary tools and resources to extend your compliance program company-wide.

Visit us at Booth #1009 at SLA 2009 to learn all the ways

CCC offers you more now than ever.



COPYRIGHT CLEARANCE CENTER

www.copyright.com

CCC salutes SLA's 100 years of excellence in providing information, advocacy and networking opportunities for information professionals, and the organizations that serve them.





The Global Standard for Business Research

Wharton Research Data Services (WRDS)

is an Internet-based business service from the Wharton School of the University of Pennsylvania used for large-scale data research at over 250 institutions around the world.

WRDS carries a broad set of historical data from the world's leading providers of research-quality databases such as the Center for Research in Security Prices (CRSP)[™], Standard & Poor's Compustat[™] and other important business research databases. WRDS provides the following key benefits:

- Outsourced Data Management
- Simultaneous Access to Multiple Data Sources
- Professional Technical and Research Support
- Integrated Tools and Classroom Applications
- Access through Libraries and Computer Labs

“I wanted to express my pleasure with the WRDS system and support. If only WRDS had been available sooner, my CV would be much longer.”

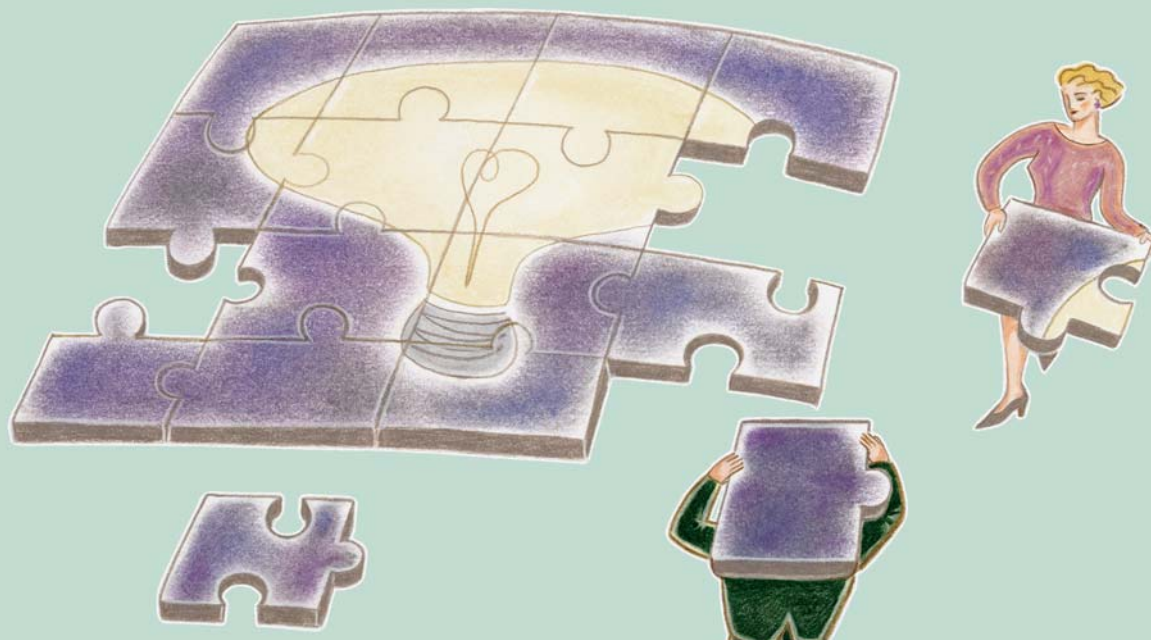


Wharton
UNIVERSITY of PENNSYLVANIA

– JUDITH A. CHEVALIER

William S. Beinecke Professor of Finance
and Economics & Deputy Provost for
Faculty Development,
Yale School of Management

For information please contact wrds@wharton.upenn.edu
<http://wrds.wharton.upenn.edu>



Fill in the missing pieces in your medical collection!

Make your research faster, easier, and more efficient. A site license from *JAMA & Archives Journals* provides your institution with full-text content and graphics from some of the most important publications in clinical medicine today.

Home to many of the world's leading journals, the HighWire platform is the official gateway to *JAMA & Archives* content. This online platform offers researchers, students, and health care professionals a variety of features to help them find and organize the clinical information they need:

- Early-release articles provide access to time-sensitive, critical content
- Online-only supplements are offered for many articles
- Free access to cited articles from other HighWire hosted journals
- Direct links to full text via CrossRef or to abstracts in ISI or Pub Med
- Downloadable citations to several citation managers
- PowerPoint slides that are easily formatted from articles, tables, charts and images
- Collection searches available in more than a hundred disease and journal section categories
- HighWire's range of COUNTER-compliant usage reports that help administrators verify return on investment

Please visit us at booth #512.

JAMA
&
ARCHIVES
JOURNALS
American Medical Association

04

09

V 13 | N 04

information outlook

THE MAGAZINE OF THE SPECIAL LIBRARIES ASSOCIATION



14 FOCUS:

14 Rethinking the Post-Recession Specialty Library

THOMAS FREY

20 What Happens When a Knowledge Economy Turns Down?

JOHN HOUGHTON

26 Adding Value, Going Global, and Serving Smaller Clients

NERIDA HART, KAREN HUFFMAN,
DEB HUNT AND DANIEL LEE

INFO VIEW

5 Economic Recovery: Will You be Ready?

JANICE R. LACHANCE, SLA CEO

INSIDE INFO

7 Research Grants · Past President Wins Award · and more ...

LETTER

8 No Salaries to Track

LARRY R. BESANT

INFO NEWS

11 Report Offers Marketing Strategies · MIT to Publish Faculty Papers · Rutgers Drops 'Library' from School Name · and more ...

SLA ALIGNMENT PROJECT

32 Aligning the Information Center to Create the Future

AMY AFFELT

CLICK UNIVERSITY

40 Another Year Older, and Better

JOHN LOWERY

INFO SITES

45 Several Blogs Rolled into One

CAROLYN SOSNOWSKI

INFO TECH

47 Blogging as a Special Librarian

STEPHEN ABRAM

INFO RIGHTS

51 Ensuring Appropriate Conditions of Use

LESLIE ELLEN HARRIS

INFO BUSINESS

55 Adjusting to Changes in User and Client Expectations

DEBBIE SCHACHTER

INFO MANAGEMENT

59 Reaching Those Who Search (and Fail) on Their Own

JOHN R. LATHAM

60 Coming Events Ad Index

information outlook

The Magazine of the Special Libraries Association
Vol. 13, No. 04
June 2009

Editor: Stuart Hales

Columnists: Stephen Abram, Lesley Ellen Harris,
Janice R. Lachance, John R. Latham, Debbie
Schachter, Carolyn J. Sosnowski, Gloria Zamora

Layout & Design: Constance Denning

Information Outlook®

(ISSN 1091-0808) is published 8 times a year
(January/February, March, April/May, June, July/
August, September, October/November, December)
by the Special Libraries Association,
331 South Patrick Street, Alexandria, Virginia
22314, magazine@sla.org. +1 703.647.4900

Subscription Rates:

Annual subscription, US\$ 160 United States;
US\$ 175 International. Single issue, US\$ 15.
Please report missing copies promptly to
publications@sla.org. To ensure continuous delivery
of *Information Outlook*, please notify SLA promptly
of address changes by writing membership@sla.org.
When submitting address changes, please include
all the information on the mailing label. Changes
may not go into effect for four to six weeks.

Postmaster:

Send address changes to Subscriptions,
Information Outlook, Special Libraries Association,
International Headquarters, 331 South Patrick
Street, Alexandria, VA 22314-3501, USA.
Periodicals postage paid at Alexandria, VA, and at
additional mailing offices. Canadian Publications
Mail Agreement #40031619. Return undeliverable
Canadian addresses to: P.O. Box 1051, Fort Erie,
ON L2A 6C7.

Advertising:

Acceptance of an advertisement does not constitute
endorsement of the product by the Special Libraries
Association. To advertise, contact:

Eastern United States and Europe

Wally Holdsworth

1822 Lakecrest Circle
Santa Ana, CA 92702
Phone: +1 714.602.2161
Fax: +1 714.538.3779
wallyh@wgholdsworth.com

Western United States and Pacific Rim

Bill Albrant

37765 Spruce Court
Murrieta, CA 92562
Phone +1 951-696-1473
Fax +1 702-442-2920
billa@wgholdsworth.com

Information Outlook® is a registered trademark of
the Special Libraries Association.



© 2009 by Special Libraries Association
Material protected by this copyright may be
photocopied for the non-commercial purpose of
scholarship or research.

magazine@sla.org

To view *Information Outlook* online go to:
<http://www.sla.org/io/>

SAVE THE DATE!

13 - 16 June 2010

SLA 2010 Annual Conference & INFO-EXPO

Ernest N. Morial Convention Center

New Orleans, Louisiana, USA

www.sla.org/NewOrleans2010



Economic Recovery: Will You Be Ready?

Enhancing your professional development now will position you to take maximum advantage when the economy recovers.

BY JANICE R. LACHANCE, CEO



If you had known one year ago that we would be in the midst of a global recession today, what would you have done in order to put yourself in a better position to thrive and prosper when the economy foundered?

Most of us would have taken steps to make ourselves as indispensable as possible in the workplace. We would have mastered as many cutting-edge skills as we possibly could. Our reading lists would have included plenty of information on budgeting, finance, marketing and other matters that we once ceded to the MBAs. We would have completed SLA's 23 Things.

We would have strengthened our professional networks so we could keep up to date on the latest developments—and so we had a wealth of contacts to turn to for advice and information in the event that our jobs seemed threatened. We also would have found ways to cut costs while delivering better service than ever.

The savviest among us would also have sought ways to realign our efforts more closely with our organization's strategic priorities, even as the economic downturn caused those priorities to shift. Finally, we would have continually identified methods and measures to demonstrate how we contribute to the success of our enterprise.

So, if I could promise you today that the economy will be on the path to recovery a year from now, what would you do to position yourself to take advantage of new opportunities? You would be wise to do exactly the same things.

Of course, I can't make such a prom-

ise, but I can predict with complete certainty that things will indeed improve. It's just a matter of when. What's more, the steps you take to increase the odds of success in a recovering economy are likely to have even higher dividends than those you may take in anticipation of a recession. There's an old adage that "a rising tide lifts all boats," but it doesn't lift all of them equally—some professions rise higher than others, and some professionals rise higher than their peers. Where you land tomorrow will depend on your strategy today.

The economic downturn has had effects both predictable and surprising in virtually every economic sector in every country. You may be in a good position to help your organization track its ever-changing place in its market. What's occurring with suppliers, commodities, service providers and customers? Will your enterprise be affected by the new regulatory requirements and environmental challenges now in play? Have new opportunities for collaboration emerged from the economic rubble? Help your organization answer those questions and you will be instrumental in positioning it to pounce on new opportunities when the time is right.

When your organization is ready to move, will you be prepared? For example, are you secure in your mastery of current copyright laws and standards, especially as they apply to your digital assets? Do you know how to integrate the latest social networking tools into your work? Have you ascertained how to package and distribute information in ways that make it most useful to the

executives who matter the most? This is a great time to rethink the basics and master new skills that will enable you to upgrade.

This is *not* the time to postpone your professional development or skip professional meetings. Yes, it costs money—something we are all doing our best to conserve—but events such as the SLA 2009 Annual Conference & INFO-EXPO, which takes place 14-17 June in Washington, D.C., provide tremendous value for participants. Where else can you avail yourself of hundreds of learning opportunities, establish working relationships with thousands of other information professionals, talk face to face with leading industry vendors, and tour so many of the world's most important libraries—all in less than a week? Invest in yourself, and you—and your organization—will reap the rewards.

Remember that uncertainty is the core element of every economic crisis. Information professionals possess the closest thing to a cure for uncertainty: knowledge. When the current anxiety begins to subside, information pros with upgraded skills will be in demand.

Will you be ready? **SLA**

Janice R. Lachance



Ovid

Booth #600
SLA 2009

OvidSP

Customizable. Precise.
Innovative.



SLA 2009

Attending SLA?
Visit Booth #600
to learn about the
right solution of
content, tools and
services for your
organization.



Win a Flip!™
Drop by Booth
#600 at SLA 2009
for a chance to win.

Integrated Search Solutions Customized to Your Needs.

Each institution requires a precise mix of tools and resources to support a wide variety of end users. With OvidSP, you get high-quality, current content integrated within your library portal; advanced search technology for retrieving relevant information quickly; and flexible tools that streamline user workflow.

Attending SLA? Visit Ovid at Booth #600 for 15-minute in-booth presentations on the following products and services. Enter to win our daily raffle for the new Flip Ultra™!

- **OvidSP** – Learn the ins and outs of the various OvidSP's search modes—from Basic Search to Advanced, Search Fields, and more. Hear more about upcoming platform enhancements, plus Ovid Universal Search™!
- **QUOSA™ Tools** – Find out about new offerings from Ovid for full-text document management, analysis, and organization.
- **Petroleum & Geosciences Content** – Discover a wide range of full-text and bibliographic resources in this key specialty area.

Stop by the Ovid Booth #600 at SLA 2009 to meet with an Ovid representative and learn more about the latest OvidSP enhancements, upcoming full-text content offerings, and more.

Grants Available for Research Projects

To be eligible for funding, projects must focus on increasing professional competence and accountability and be based on strong evidence.

Research projects that focus on the needs and concerns of information professionals related to evidence-based practice, as well as projects that directly benefit the operations of SLA and its units by furthering the scientific, literary and educational purposes of the association, are eligible for grants of up to US\$ 25,000 and US\$ 10,000, respectively.

Grant applications are evaluated by SLA's Research & Development Committee based on the purpose and objectives of the proposed project. The committee assesses the applications in light of the following criteria:

- The significance of the topic to the profession;
- The project's methodology;
- The qualifications of project staff; and
- The appropriateness of the project's budget and timetable.

The focus of research projects should be increased professional competence and accountability through conscious and consistent decision making based on the strongest evidence of what works best for clients. Areas in which evidence-based practice may be applied are listed in SLA's revised Competencies for Information Professionals of the 21st Century (www.sla.org/competencies) and include selection and acquisition of information resources, methods of information access, selection and use of information technologies, and management of library and information services. Research techniques that support these competencies include benchmarking, program evaluation, quality management, performance measurement, identifying best practices, and operations research.

The focus of association operation projects should be on directly benefiting the operations of SLA and its members. They should be projects that can be adapted for wider use within SLA's community and can include publications, study grants, continuing education programs, public awareness activities, special studies and reports, and information dissemination efforts.

Application materials are due no later than 3 August 2009; award decisions will be announced in December. Research grant guidelines and application materials are available at www.sla.org/SLAresearchgrant/.

SLA Past President Receives Astor Award

Cindy Hill, who served as president of SLA in 2003–04 and has worked as an information professional in a variety of industries, has been named the 2009 recipient of the John Jacob Astor Award in Library and Information Science.

The award enables German or American persons who have made a special contribution to transatlantic knowledge transfer to come to Berlin for a special professional conference. The conference allows librarians and information specialists from throughout the German educational and research fields to learn from their U.S. colleagues and familiarize themselves with the latest developments in the information profession. The award is given by the Checkpoint Charlie Foundation in cooperation with the Continuing Education Initiative for Special Research Libraries and Related Institutions e.V.

Hill manages her own consulting firm, Hill Information Consulting Group, and is a frequent speaker at national and international conferences on the information profession, innovation, technology uses, and leadership and management topics. She previously served as vice president of Outsell's Information Management Service and led Sun's Digital Libraries & Research team.

In 2008, Hill was awarded the Karen J. Switt Leadership Award by the SLA Leadership and Management Division in recognition of her significant role in the information management profession.

Four Rising Info Pros Receive SLA Conference Awards

Four newcomers to the information profession will have the opportunity to attend the SLA 2009 Annual Conference & INFO-EXPO courtesy of SLA Europe.

Sara Batts, Annie Richens, Bethan Ruddock and Laura Woods were selected by the board of directors of SLA Europe to receive Early Career Conference Awards (ECCAs). The ECCA, now in its third year, is given to information professionals who have been working for less than five years or are enrolled in a European graduate-level program in the library and information science (LIS) field.

ECCA applicants must have excellent English language skills and not have previously attended an SLA annual conference. The award process requires applicants to write an essay, secure a recommendation from their line manager or a current faculty member in their program, and provide an up-to-date résumé.

Batts graduated from City University in 2006 with a master's degree in information science and is now a senior research librarian with Reed Smith, a law firm. Richens earned her master's degree in library and information studies from University College London

in 2008 and joined the Communities and Local Government Department in February as an assistant librarian.

Ruddock earned her MA in library and information management from Manchester Metropolitan University in 2008. Working out of the University of Manchester, she is the challenge fund support officer for Copac, a national union catalog. Woods is a student at City University and will earn her MSc in library and information studies in 2009. She works as an information assistant at the university's library.

The ECCA covers all expenses, including conference registration, transportation, food, lodging and incidental expenses, as well as a one-year membership in SLA. In return, the award winners participate in and assist with their co-sponsoring division's events during the conference and report on their experience in division and SLA Europe newsletters. **SLA**

LETTER: NO SALARIES TO TRACK

BY LARRY BESANT

Your editorial apology regarding SLA's belated publication (March 2009) of Hall and Larsen's comment on Matarazzo and Clarke's article, "The Influence of Private and Public Companies on the Special Library Job Market," is akin to the captain of the Titanic apologizing for a late notice to passengers regarding the possibility of iceberg-watching opportunities in the near future.

Hall and Larsen conclude that the number of vacancies in New England is "in free fall." That the special librarian job sky may be falling beyond New England seems clear from a thoughtful inspection of the number of member addresses in the SLA Directory that lack business affiliations.

SLA, please get on the case of the missing special library jobs and vanishing special libraries. Start tracking jobs and job losses as diligently and systematically as you track special librarians' salaries. If you don't, there is a very real possibility that, ultimately, there won't be any salaries to track. **SLA**

To share your views about an article or column in *Information Outlook*, contact editor@sla.org. Letters should run no longer than 500 words.

Find the right job in your industry.

SLA CAREER CENTER

- Post Resumes
- Search for Jobs
- Career Advice
- Useful Resources
- Seminars



www.sla.org/careers



CCRM

CERTIFIED CONTENT RIGHTS MANAGER

The CCRM curriculum is designed to help an organization properly manage their content rights.

Topics covered in the CCRM course include:

- Understanding vital copyright law components and concepts, including the fair use defense and orphan works
- Evaluating and managing different types of content rights within licenses to help lower liability and costs
- Developing, communicating, and maintaining a content rights management plan within your organization

Who Should Attend

All professionals who purchase, manage or create content and are responsible for ensuring that it is used appropriately and that the content rights are maximized at all levels of the organization.

2009 Schedule of Cities/Dates

May 28	New York, NY
June 12	Washington, DC (<i>Friday Pre-SLA 2009 Conference</i>)
August 4	Philadelphia, PA
September 8	Houston, TX
October 7	Boston, MA



LicenseLogic is the training company of the CCRM and consults in content rights management. In addition, LicenseLogic administers the SIIA-sponsored Certified Software Manager and Advanced Software Manager professional designations.

Software & Information
Industry Association
www.sii.net



visit www.licenselogic.com for details



**Precise thinking
requires
precise searching.**

With STN, you can find exactly the science and technology information your business needs to make important decisions. A change in molecular stereochemistry can radically alter the strategic direction of your entire research project and possibly your entire company. That's why STN gives you so many ways to research substances, your competitors, and your industry. Our tightly integrated system ties together published research, journal literature, patents, structures, stereochemistry, trade names, physical properties, sequences, and other data from the world's largest collection of chemical substance information—CAS REGISTRY.SM So when you're dealing with issues vital to your business, use STN and get the results you want. Precisely.

STN[®]

NORTH AMERICA
CAS
STN North America
Phone: 800-753-4227 (North America)
614-447-3700 (worldwide)
Internet: www.cas.org

EUROPE
FIZ Karlsruhe
STN Europe
Phone: +49-7247-808-555
Internet: www.stn-international.de

JAPAN
JAICI (Japan Association for
International Chemical Information)
STN Japan
Phone: +81-3-5978-3621
Internet: www.jaici.or.jp

Report Suggests Strategies and Tactics for Marketing Libraries

More than ever, information professionals need to prove their value and counter the trend toward self service.

Information professionals must devote more attention to promoting their services and emphasize the value they add to organizations, according to a new report available from Outsell.

The report, *Strategic Marketing for Information Management*, notes that more organizations are questioning the need for libraries and information centers given the wide range of online resources that are readily available to employees. The report provides an overview of marketing concepts and strategies, suggests a couple of books and articles as resources, and includes tips from three information professionals who were interviewed about their marketing practices.

"Library managers must cease to think of marketing only in terms of marketing communications (brochures, training, vendor fairs, etc.)," the report

states. "They must broaden their marketing efforts to include their understanding of users, stakeholders, and communication channels and how they can be of benefit. Then, they need to take bold steps to integrate their presence within the inner corridors of the organization. Rather than pushing in from the edges of the company or agency, they need to jump into the middle—making contacts, providing assistance, and becoming known as valued partners."

SLA members who order *Strategic Marketing for Information Management* by June 30 will qualify for a 20 percent discount. For information about ordering the report and obtaining the discount, visit www.sla.org/content/resources/recindreps/strategicmarketing/index.cfm.

MIT to Publish Articles Free in Online Repository

The faculty of the Massachusetts Institute of Technology (MIT) voted unanimously in April to approve a resolution allowing the university to freely and publicly distribute research articles they write.

The decision makes MIT the first university to commit to making its faculty's research papers publicly available. MIT plans to create a repository to make the articles available online.

The open-access rule will only apply to articles published since the resolution was adopted. Researchers who

wish to opt out may do so by sending a letter notifying the university's provost. The ability to opt out is considered especially important to junior faculty who may fear losing their ability to work with certain publishers.

The open access resolution is intended to address two problems with the publishing of scientific journals: first, publishers often force faculty members to give up rights to their own articles; second, the same publishers charge high subscription fees to MIT

for access to these articles. In 2007, MIT's libraries spent more than three times as much on journal subscriptions as they did in 1986.

"The way faculty teach and conduct research is greatly at odds with the business models of publishers," says Ann Wolpert, director of libraries at MIT. "Publishers seek to maximize profits by exercising maximal control over [authors'] work, while authors seek to advance research and education."

MIT will build the online repository on DSpace, the platform developed at the university for collecting PhD dissertations online.

National Archives Contributes to World Digital Library

The U.S. National Archives and Records Administration (NARA) is joining with the Library of Congress and cultural institutions from several other countries to help develop the World Digital Library (WDL), which will be launched on the Internet later this year.

The WDL, which was proposed in 2005 by the Library of Congress in cooperation with the United Nations Educational, Scientific and Cultural Organization (UNESCO), will make primary materials from countries and cultures around the world available online. The project's goal is to promote international understanding and provide a learning resource for students, teachers and general audiences.

NARA's mission is to preserve, for the American people, the records of the U.S. government. NARA will contribute digital versions of important documents from its collections, including the Declaration of Independence, the Constitution of the United States, the Bill of Rights, and the

Emancipation Proclamation.

In addition to NARA and the Library of Congress, WDL project partners include institutions and agencies in several countries, including Brazil, China, Egypt, Israel, Russia, and Saudi Arabia. Information about the WDL can be found at www.worlddigitallibrary.org.

Report Lists Federal Documents Most in Demand

Reports from the Congressional Research Service, information about the use of federal bailout funds, and federal court documents top the list of “most wanted” U.S. government publications and materials, according to an online survey by the Center for Democracy & Technology and OpenTheGovernment.org, a grassroots organization comprising dozens of organizations, including SLA, the American Association of Law Libraries, and the Association of Research Libraries.

The report, *Show Us the Data: Most Wanted Federal Documents*, cites documents and data that the U.S. government should make easier to find and use and recommends policy changes to make government agencies and operations more open. The report follows up on a directive from President Obama to federal agencies to make information available to the public.

The online survey asked visitors to help identify the following:

- Information created and/or collected by the federal government that should be accessible to the public at no fee, but currently is not;
- Information created and/or collected by the federal government that is accessible to the public but is not available in a no-fee electronic form that is easy to find, search, or use;
- Useful public information that should be (but is not) collected and/or created by the government and disseminated in a no-fee electronic form that is easy to find, search, or use; and

- Information and unclassified documents or data that are produced using taxpayer funds but are not available to the public.

For more information or to download a copy of the report, visit www.OpenTheGovernment.org.

Board Votes to Drop ‘Library’ from School Name

The Board of Governors of Rutgers University (New Jersey) has approved a controversial resolution changing the name of the university’s School of Communication, Information and Library Studies to the School of Communication and Information, effective 1 July.

The board’s decision confirmed an earlier vote by the school’s faculty, which approved the name change on 4 February by a 30-10 tally (with one abstention). The faculty vote followed months of discussions within the school and among members of the Rutgers University community dating back to the summer of 2008.

The School of Communication and Information will continue to house the library and information science division. The school offers an undergraduate program in information technology and informatics, a PhD program in communication, information and library studies, and a master’s program in library and information science. The school also offers continuing education to working professionals through its Professional Development Studies Program.

“This change will help the residents of New Jersey and the nation’s academic community better understand the strengths at Rutgers’ School of Communication and Information,” said Rutgers President Richard L. McCormick. “This clarity is pivotal at a time when the fields of communication and information are central to societal changes occurring as we speak.” **SLA**

Info File

Writing for Information Outlook

Information Outlook welcomes queries from authors about articles of interest to information professionals. For writer’s guidelines and a current editorial calendar, see www.sla.org/WriteForIO or write to editor@sla.org. Please allow two to four weeks for acceptance.

Letters to the Editor

Comments on articles or opinions on any topic of interest to information professionals may be submitted as letters to the editor. They should be sent to editor@sla.org, with a subject line of “Letter to Editor.” All letters should include the following: writer’s name, SLA volunteer title (if applicable), city and state/province, and phone number. (We won’t publish the phone number, but we may wish to call for verification.) Letters may be edited for brevity or clarity or to conform to the publication’s style.

Permissions

Authors may distribute their articles as photocopies or as postings to corporate intranets or personal Web sites—for educational purposes only—without advance permission. In all cases, the reprinted or republished articles must include a complete citation and also reference the URL www.sla.org/.

For permission to reprint *Information Outlook* articles in other publications, write to editor@sla.org. Include the issue in which the article was published, the title of the article, and a description of how the article would be used.

Subscriptions

Print subscriptions are available for US\$ 160 per year in the U.S., US\$ 175 International, including postage. To order a subscription, see www.sla.org/merchandise. Click “Publications” in the left column under “Categories,” then scroll down to “Information Outlook Subscription.” There is no discount to agencies.

Bulk subscription orders may be sent by postal mail to: Information Outlook Subscriptions, 331 South Patrick Street, Alexandria, VA 22314, USA. Enclose payment with the order to avoid delays in activation.

Online subscriptions are included with membership and are not available to non-member subscribers.

Claims

Claims for missing issues should be sent to subscriptions@sla.org. Claimants should include the full name and address of the subscriber and volume and issue numbers of missing issues. Provision of additional information—such as purchase date of subscription, check number, invoice/account number—may reduce processing time.

Membership

Inquiries about SLA membership should be sent to membership@sla.org.

To update your address or other account information, to join SLA, or to renew your membership, go to www.sla.org/content/membership and select the appropriate item from the menu in the left column.



1879 1880 1881 1882 1883 1884 1885 1886 1887 1888 1889 1890 1891 1892 1893 1894
1895 1896 1897 1898 More than just chemistry 1904
1905 1906 1907 1908 1909 1910 1911 1912 1913 1914
1915 464,037 articles 1919 1920 1921 1922 1923
1924 1925 1926 1927 1928 1929 1930 1931
1932 1933 1934 1935 1936 1937 1938
1939 1940 1941 1942 Essential resource 1946
1947 1948 1949 1950 1951 1952 1953
1954 1955 1956 1957 1958 1959 1960
Multi-year pricing now available
for Legacy Archives one-time
payment option
Full-text searching
1961 1962 1963 1964 1965 1966
1967 1968 1969 1970 1971 1972
1973 1974 1975 1976 1977 1978
1979 1980 1981 1982 1983 1984
1985 1986 1987 1988 1989
180 Nobel Laureates 1995

The ACS *Legacy Archives* one-time payment option is now more affordable than ever before.

ACS institutional customers who have not yet secured ongoing access to the ACS *Legacy Archives* can now spread their one-time payments over two-year or three-year periods.

This new flexible pricing makes it easier for institutions to gain important advantages, such as:

- ▶ You can lock in at the 2009 price
- ▶ You can avoid the 2010 price increase

Customers who choose the one-time payment option access the Archives from ACS servers and are charged a nominal annual maintenance fee.

Please contact your ACS Account Manager to get a price quote for your institution on the one-time payment option – and find out how affordable it can be to secure ongoing access to the Legacy Archives with two-year or three-year pricing.

ACS
LEGACY ARCHIVES
A LEGACY OF EXCELLENCE

The ACS Legacy Archives provides instant access to all titles, volumes, issues, and articles published by the ACS from 1879 to 1995. For more information, go to www.pubs.acs.org/Archives



Rethinking the Post-Recession Specialty Library

IN AN ENVIRONMENT THAT IS INFORMATION-RICH BUT CASH-POOR, LIBRARIES MUST ESTABLISH NEW RELEVANCY STANDARDS TO MEET THE CHANGING NEEDS OF THEIR CLIENTS.

BY THOMAS FREY, PHD

With the recent onslaught of layoffs and bad economic news, specialty libraries are finding themselves in close proximity to the chopping block. The need for them has never been greater, but the organizations that support them are struggling with their own flagging budgets.

So, what's next? Ten years ago, many in the tech elite were predicting that both public and specialty libraries wouldn't survive. Little did they understand that libraries are living, breathing organisms. Much like plants that

flourish with good dirt, water and sunshine, libraries have begun to thrive in our information-rich environment. And libraries will figure out ways to adapt to this crisis as well.

Libraries are judged by their overall relevancy to the people in their constituency. Much like Google's approach to calculating the relevancy of search results to individual search queries, libraries need to continually assess the relevancy of the features and functions they provide to the people they serve.

Declining budgets are forcing everyone to limit expansive thinking. The

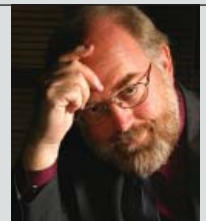
most significant changes will result for reasons that few understand.

Atoms vs. Electrons

Although we never think of it this way, there is a war being waged between "atoms" and "electrons." The world of electrons, which includes all things digital and virtual, is moving exponentially faster than anything that requires manipulating physical materials (atoms).

Products made of wood, plastic, metal and stone constantly battle for limited resources, require teams of designers

THOMAS FREY is executive director and senior futurist at the DaVinci Institute, where he has developed original research studies, enabling him to speak on unusual topics and translate trends into unique opportunities. He has spoken about futurist topics to high-level audiences at government agencies and Fortune 500 companies, including NASA, IBM, AT&T, Hewlett-Packard, Unilever, GE and Lucent Technologies. Before launching the DaVinci Institute, Tom spent 15 years as an engineer and designer at IBM, where he received more than 270 awards.





*"IEEE Xplore is a strategic place to publish,
pursue research and locate colleagues."*

—Dianna Magnoni, Library Director, Olin College of Engineering

IEEE Xplore® Digital Library

The world's leading universities and most successful research institutions rely on IEEE information.

- Access cutting-edge IEEE journals and conference proceedings
- View over 2 million full-text documents shaping industry today
- Customize subscription options to your degree program and relevant full-time enrollment

Free Trial!

Experience IEEE Xplore—request a trial for your institution.

www.ieee.org/academic

IEEE Information Driving Innovation

and engineers to create and refine them, need to be shipped and stored, and necessitate careful matching of supply with demand. Digital products, on the other hand, may still need to be designed and programmed, but they place very little strain on natural resources, involve virtually no shipping or storing, and require minimal effort to match supply with demand.

For these reasons, digital products are invented, created and experimented with 10,000 times faster than anything requiring the handling of physical atoms. The electrons are winning. Specialty libraries will play a key role in this battle, with knowledge-based industries such as information technology, communications, information and Web-based services poised to lead our economic recovery. We can already see the shifting of talent and jobs happening all around us, as people move to where the rich veins of digital opportunities are being mined.

The Diminishing Value of Printed Books

In medieval times, books were valuable possessions, far too expensive for most people to own. As a result, libraries were often nothing more than a collection of raised reading tables with books chained to them.

In 1455, Johann Gutenberg unveiled his printing press to the world by printing copies of the Gutenberg Bible. Later, Gutenberg had his printing press repossessed by Johann Fust, the man who had financed his work for the previous 10 years. The sons of Johann Fust were largely responsible for a printing revolution that saw more than 500,000 books put into circulation before 1500.

Gutenberg and his printing press were largely responsible for taking books out of the hands of the wealthy elite and placing them within reach of common people. During the next five centuries, the price of books dropped another order of magnitude, with mass production presses turning out collections accessible to virtually everyone.

Specialty libraries and information services will become central to the “empire of one” style of business and the business colonies that will begin to spring up around the country.

A new level of disruption is now knocking at the door of book publishing—the electronic book reader. When the Amazon Kindle was first introduced in November 2007, the world shrugged. It was too expensive and too large. However, in February, Amazon released the Kindle 2, and this machine received a vastly different kind of reception. It was still expensive, but the technology had suddenly become sleek and convenient, with an interface many bragged about. The Sony Digital Reader and the iRex Iliad made somewhat quieter entrances, but bolstered the belief that book readers will someday rival the printed book.

That day is coming far quicker than most imagine. Within five years, book readers will drop in price to around US\$ 20 and quickly become ubiquitous. Libraries will begin to make the transition to book readers. As we move to an era of inexpensive book readers, we will begin to see libraries loaning out book readers instead of paper books. Within 10 years the economics will drop out of the publishing industry, and books as we know them—ink on paper—will soon begin to disappear. The same will be true for magazines, technical journals and all paper-based documents.

Electronic Outposts: Libraries without Books

Even before the widespread use of book readers, libraries will begin to experiment with a version of the digital library I’ve termed “the electronic outpost.” An electronic outpost is a type of library designed to inspire the mind, to serve as a forum for intellectual spontaneity and a safe haven for creative

ideas where visionary thinkers can find solitude and support.

The size, shape, and ultimate purpose of each outpost will vary. Many will be planned with a homey, living room-like feel to them, while others will go with a more eclectic atmosphere to inspire industry-specific thoughts. Electronic outposts will evolve over time around the core services most relevant to a particular user group.

The Evolving Library–Business Relationship

Several major shifts are happening in business, and these shifts will change the way business will be conducted in the future. Libraries need to pay close attention to these shifts because they signal new frontiers in both opportunity and constituency.

First, employment costs are rising. Because of the overhead costs associated with hiring people, more and more businesses will work with people on a project-to-project contract basis.

Second, the tools available on the Internet are placing far more power and control in the hands of the individual. Third, fewer businesses are requiring people to physically move to accept a job. Consequently, shifting positions is becoming less disruptive.

For these reasons, I see business moving toward a much more organic style of operation, where available talent and people will form around a specific project and, once it is completed, disband and form around the next project. Specialty libraries and information services will become central to this “empire of one” style of business and the business colonies that will begin to spring up around the country.

The Empire of One

In the past, running a solo business meant you had a one-person practice and typically offered a professional service such as accounting or medicine. In recent years, a new breed of solo business has emerged that allows people to leverage the power of the Internet and control a vast empire from their home office (or wherever they happen to be). Across the world, thousands of people are giving birth to what I call an “empire of one.”

An empire of one is a one-person business (or sometimes a married couple) with far-reaching spheres of influence. Typically, the business outsources everything—for example, information products marketed and sold online, or products manufactured in China or India that are sent to a distribution center in the United States for shipment to customers in Brazil. Manufacturing, marketing, bookkeeping, accounting, and legal operations are all outsourced

to other businesses around the world.

In addition to product-based businesses, other empires of one will include coaching and consulting businesses, freelancers, Internet-based businesses, solo practitioners and much more. Yes, much of this has been done before, but the ability of one person to leverage talent and products across country lines and still maintain control of a vast and virtual empire is refreshingly new.

Once economies improve, middle-aged people searching for meaning and significance in their lives will cause an exponential increase in these types of businesses. In fact, more than 80 percent of all new start-up businesses will be launched by people who want to assume more control over their lives and build a lifestyle that suits them. Health and happiness are bigger priorities than wealth—more than half of people now say they will not take on extra stress even if it means more money.

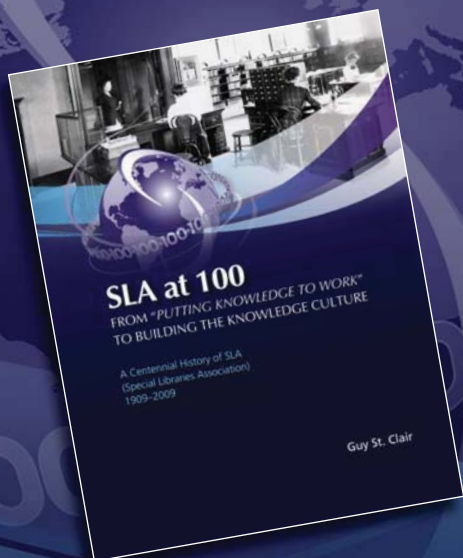
Business Colonies

Business will become more fluid in nature, with talent and projects converging for short periods of time. Once the project is complete, team members will disband and form around other projects. (This is much the way the movie industry works, where a single movie project will attract camera people, script writers, lighting and sound people, actors, and makeup artists for the extent of the project.)

As a support mechanism for these projects, business colonies will begin to form around large corporate players in such diverse industrial sectors as photonics, nanotech, biotech, IT niches, and many more. For example, companies like Sony, Microsoft and Nintendo could easily spawn gamer colonies as a way to drive the development of new games for their consoles.

Over the next few years, we will see a number of experimental colonies begin to form and test a variety of operational

Celebrate Our Centennial!



SLA at 100

By Guy St. Clair

It is an amazing story, this history of SLA, and in this book the author has taken every opportunity to present a fair and honest telling. Not only does St. Clair trace the highlights of the association's history, he also tells the story as a story. **Buy your copy today!**

www.sla.org/centennial/book

Within 10 years the economics will drop out of the publishing industry, and books as we know them—ink on paper—will soon begin to disappear. The same will be true for magazines, technical journals and all paper-based documents.

and support systems. Individual members of the colonies will be drawn to the prospects of steady project flow. Project leads will be attracted to the available talent pools, while host cities will be most interested in generating jobs and employment for their constituencies.

Specialty libraries are natural partners in the formation of business colonies. The need for information services, research assistance, and meeting and work space will form the foundational underpinnings of the library-business colony relationship.

Tools of Production

So, what kind of role will the bookless library play?

In his 2006 book *The Long Tail*, Chris Anderson, editor of *WIRED* magazine, asserted, “When the tools of production are available to everyone, everyone becomes a producer.” Translation: People are no longer satisfied with information flowing one way. They want to participate in it, add their own contributions, and take ownership of it.

Unlike the one-way flow of information stemming from books, a variety of new “producer” tools will be introduced to expand the capabilities of the specific user group. These tools will allow people to transition from readers to writers, from listeners to composers, from television watchers to television producers.

We will soon embark on a new age of experimentation for libraries. Here are some examples of new library functions:

- **Search command centers.** People who come to libraries are searching for information. Sometimes they’re on an exploratory mission with only vague notions of what they’re looking

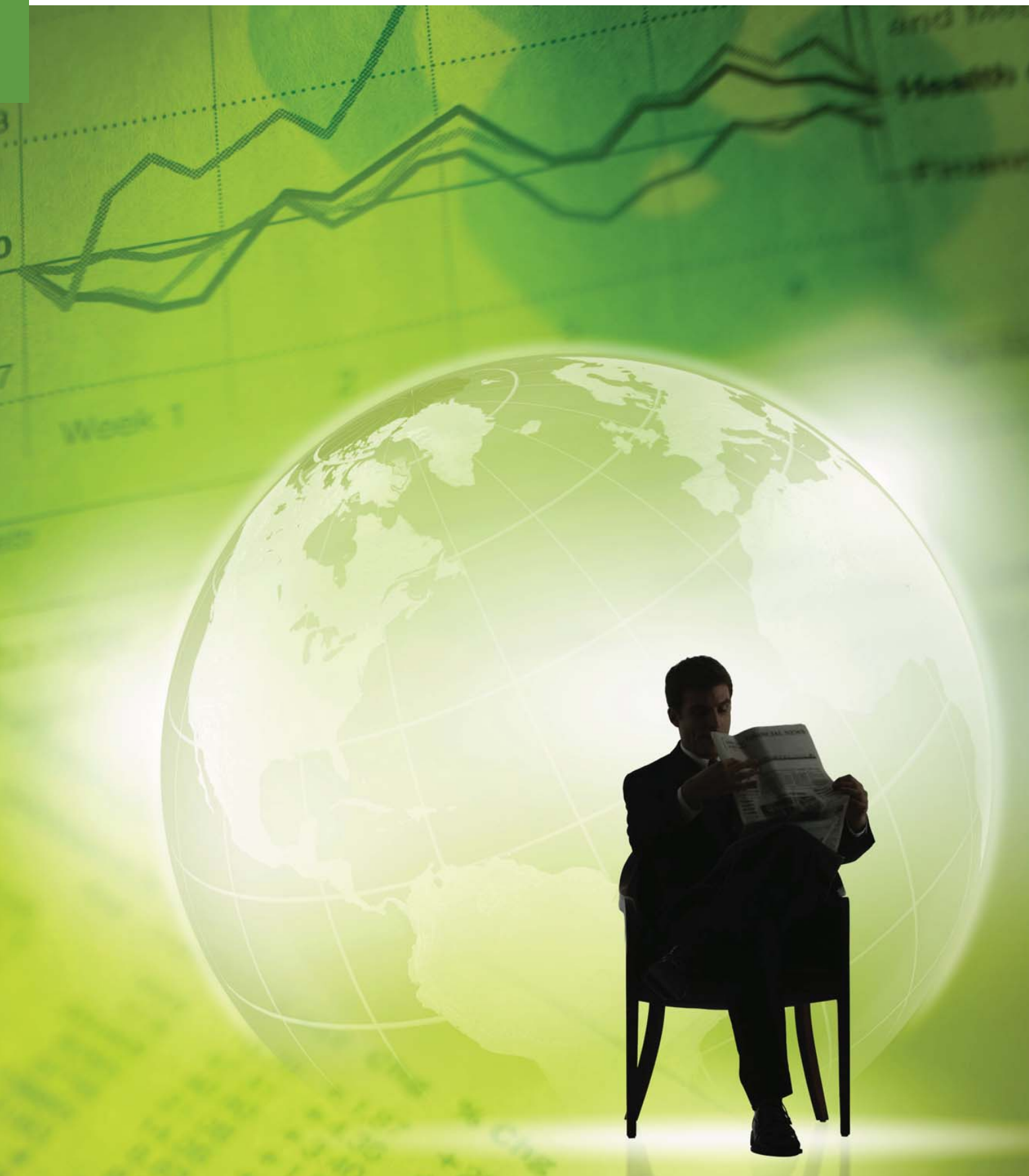
for; other times they have a laser-like precision in their search for specific data points. But invariably they will need help, and the search command center is intended to be a central feature for a user’s first contact.

- **Podcast studios.** Audio capture and audio editing stations will enable people to create podcasts and post them online.
- **Vidcast studios.** These are the video version of podcasting, with video capture and video editing stations. These studios will create their own center of gravity, attracting a wide spectrum of creative people who hope to bring their ideas to life.
- **Virtual world stations.** With more than 400 companies competing in the area of virtual worlds such as Second Life, these emerging alternate realities are where future business will be conducted.
- **Gamer stations.** Even though some elitists still think games are a parasite sucking the life out of our brains, much learning happens inside these games. This is a cultural phenomenon that will come into play more and more as the technologies mature.
- **Mini-theaters.** With the huge amount of effort being directed toward video today, and all levels of staff being asked to learn how to shoot and edit videos, the missing piece is often a room large enough for a small group to view the final production. Mini-theaters will quickly become a social gathering center inside organizations, with demand growing to fill all available time slots.
- **Cyber cafés.** Since many users will want to immerse themselves in their projects, it may make sense to design the library space around the look and feel of a casual yet artsy cyber café.

With this design, people will be looking for the perfect balance between privacy and inclusion, efficiency and randomness, and purpose and spontaneity. Coffee kiosks and food services, either operating in-house or as adjacent businesses annexed to the library, can serve to complement the casual atmosphere.

As you consider these options, think about how to best align your library with the organization and the people it serves. One goal for creating the ultimate “library of the future” for your organization is to make it the home of highly relevant informational experiences, where great ideas happen and people have the tools and facilities to act on their ideas.

Decision makers won’t hesitate to fund things they find important. How will you increase the relevancy of your library’s service offerings? **SLA**



What Happens When a Knowledge Economy Turns Down?

THE ECONOMIC DOWNTURN IS ACCELERATING THE SHIFT TO DIGITAL PUBLISHING, AND INFORMATION PROFESSIONALS CAN USE THIS TREND TO THEIR ADVANTAGE.

BY JOHN HOUGHTON, PHD

What is a knowledge economy?

In 1998, the U.K. Department of Trade and Industry defined a knowledge economy as one in which the generation and exploitation of knowledge plays the predominant part in the creation of wealth. It is not simply about pushing back the frontiers of knowledge; it is also about the more effective use and exploitation of all types of knowledge in all manner of activities.

The knowledge economy emerged from two defining forces: (1) the

increasing knowledge intensity of economic and social activities, and (2) globalization. The rise in knowledge intensity has been driven by the combined forces of the information technology revolution and the increasing pace of technological change, while globalization has been enabled by national and international deregulation and the information technology revolution's facilitation of worldwide communication and coordination. Economic and social activities are increasingly information-intensive and global in their reach, be they in the form of

international science collaborations or Facebook friends or tweets.

A global downturn

But the global economy is slowing as the credit crisis that emerged in North America spreads through the developed world, causing business and consumer confidence to fall and spending to stall in developing countries as well. With the economy worsening almost by the day, more and more business, government, and technology leaders are beginning to ask, What happens when a knowledge economy turns down?

The last economic slump occurred in 2000-01, following the "dot.com" boom. As the Organization of Economic Cooperation and Development (OECD) noted, it provoked a new wave of globalization in which firms sought to rationalize production activities on a global basis. The impacts were noticed worldwide, but were most visible in the move of manufactur-



JOHN HOUGHTON is a professorial fellow at the Centre for Strategic Economic Studies at Victoria University and director of the Centre's Information Technologies and the Information Economy Program. He writes and speaks frequently about information technology, industry, and science policy issues.

Optics InfoBase— One Resource Serving Multiple Disciplines

More libraries each year realize the boundary-breaking advantages of **Optics InfoBase**, OSA's online library. Now you can provide readers across your institution with instant access to more than 160,000 high-impact peer-reviewed papers in optics and photonics.



www.opticsinfobase.org

OSA[®]

Relevant.

- Cutting-edge research is facilitated with rapid publication times and our Early Posting pre-publication service

Multidisciplinary.

- Connect readers across departments and domains: Biology, chemistry, physics, mechanical engineering, electrical engineering, biomedicine, materials science and more

Authoritative.

- Bring your patrons the best: Optics InfoBase is entirely peer-reviewed, and includes many journals with the highest impact factors in the ISI optics category

Reputable.

- Rely on content from OSA, one of the oldest publishers of physics journals in the world

OPTICS INFOBASE FEATURES:

Eight signature publications—Advances in Optics and Photonics—NEW in 2009, Optics Express, Applied Optics, Journal of the Optical Society of America A and B, Optics Letters, Optics & Photonics News, Virtual Journal of Biomedical Optics; **five co-published journals**: Chinese Optics Letters, Journal of Display Technology, Journal of Lightwave Technology, Journal of Communications and Optical Networking, Journal of Optical Technology; **plus Applied Spectroscopy**, as well as more than 230 conference proceedings and digests.

For pricing, including consortia licenses, please contact:

Alan Tourtlotte (atourt@osa.org) or Christine Orr (corr@osa.org)

ing facilities and research centers to China and service centers to India. Lower costs were important, but so, too, was access to skills, as aging populations and skill shortages emerged in the developed world.

The addition of some two billion people to the worldwide labor market brought a profound change. Longer working hours have become common in developed countries, but to compete we must work smarter, not just harder and longer. So, on the face of it, information professionals should be in a strong position. But are they? What does this downturn hold in store for them?

Impacts of the Crisis

First and foremost, this is a credit crisis. Banks are not lending as they did, investors are wary, and investments are no longer producing the returns that have been characteristic of recent years. This has a number of implications for the production and use of knowledge.

The downturn is causing a reduction in returns on funds managed by trusts, and trusts are likely to reduce their research funding as a result. Many universities are also affected by declining returns on their investments. Businesses are experiencing declining sales and, while some may maintain their research activities in an effort to innovate their way out of trouble, it is likely that many will trim their research and development (R&D) budgets. These factors will put downward pressure on the funds available for research.

The “D” in R&D will also be affected. Indeed, development, commercialization and application may well be more deeply affected in the immediate term as venture capital dries up, “angel investors” withdraw, and a general

mood of risk aversion takes hold. The impacts may be felt more in smaller firms, which typically rely on external venture capital to a greater extent than large multinationals, which are able to draw on internal resources. Certain industries may be more affected than others—for example, those characterized by smaller firms.

Initially, with government stimulus packages and deficit spending, industries relying on public sector spending and non-discretionary spending (such as health care) may fare better than those selling consumer goods (for example, home electronics), although this may depend in part on the form the government stimulus packages take. Whatever their form, public spending is replacing private spending, and government spending tends to lead to bigger government. At the very least, one could expect the public sector to shrink somewhat less than the private sector during this downturn, with obvious implications for jobs in all sectors and for the demand for services, including information services. Those working in and supplying the public sector may well fare somewhat better than those with predominantly private sector employers and clients.

In addition to shifts between the private and public sectors, there may be shifts of focus and shifts between fields. For example, fields that support efficiency improvements may prosper while those supporting expansion may decline (e.g., the demand for software and automation may prove more resilient than that for mining and energy exploration services). The downturn may be perceived as an opportunity to lower environmental targets for greenhouse gas emissions and climate change reductions, shifting attention from sustainable and clean energy alternatives back toward more traditional energy sources. On the other

hand, it may be perceived as an opportunity for government stimulus spending to focus on “clean and green” technologies. Either way, there is likely to be increased uncertainty, which feeds back into more cautious investment.

Jobs, Jobs, and ?

As private and public sector organizations cut back their staffing, the demands on remaining staff will increase. Information professionals could provide the additional support necessary to enable people to deal with these increasing demands, but will they have that opportunity? Will organizations understand that the need for such support is increasing, or will they cut support staff as well as, perhaps even ahead of, front line staff?

There is also the issue of alternatives, both genuine and perceived. Some might see the increasing availability of online information resources and ever more sophisticated, freely available search engines as an opportunity to reduce funding for research and information centers and services. Others might see the proliferation of such resources as evidence that they need more professional help rather than less.

Perhaps one major lesson from this downturn will be that it is necessary to better articulate and sell the value of information professionals and services to ensure that in future downturns their value is appreciated. This will require better ways of measuring and demonstrating value, and better ways of delivering it.

Is Content King?

Many research and special library budgets are likely to feel the effects of cost cutting. Content as well as

Information professionals could provide the additional support necessary to enable people to deal with increasing demands, but will they have that opportunity?

There has been evidence for some years that electronic-only publishing offers considerable savings, and perhaps now is the time to make the change.

staffing may offer opportunities to achieve economies.

Recently, for example, researchers and special libraries have been calling on publishers to moderate subscription price increases and offer deals reflecting a greater understanding of current budgetary conditions. In addition, there has been evidence for some years that electronic-only publishing offers considerable savings, and perhaps now is the time to make the change. In *Inside Higher Ed*, McLemee (2009) noted, "It's clear that the recession is accelerating the shift to digital publishing."

Many scientific and scholarly journals are available in electronic form, much conference and other research material (including research data) is available online, and scholarly and professional book publishing is now also becoming increasingly electronic, with ever greater opportunities to produce and use e-books, complemented by print-on-demand. Information professionals could contribute to this trend by making the cost differences clear to users and senior managers and driving content publishers toward electronic-only business models.

Bo-Christer Björk and colleagues (2009) undertook a detailed study of the volume of peer reviewed journal publication worldwide and the proportion that is open access (i.e., available freely to anyone with Internet access). They found that almost 20 percent of all peer reviewed journal articles were freely available in 2006. How much quality content is freely available varies from field to field, but this suggests that there may be increasing opportunities for information professionals to draw on this openly accessible content and save on toll access and subscription costs—perhaps combining freely

available sources with pay-per-view rather than maintaining subscriptions to non-core material.

In a recent U.K. study, a number of colleagues and I explored the cost-effectiveness of alternative publishing models and formats. We found substantial cost differences between print and electronic-only formats for both journals and books, not just in production and access but also in handling and use throughout the life cycle. For example, we estimated that a shift from the mix of journal formats acquired by university libraries in the United Kingdom during 2007 to all electronic-only acquisitions might have saved around \$65 million (around 45 percent) in library handling costs alone.

While cost differences between publishing models were often smaller than differences between formats, life-cycle savings could be substantial. For example, U.K. university library handling costs might be 30 percent lower for electronic-only open access journals than for electronic-only subscriptions. More open access would also be likely to increase returns on investment in research and reduce the costs of access and use, thereby reducing the cost of application and commercialization.

On the one hand...

Economists are notorious for having more than one opinion, and it would be foolish to predict the impacts of the current economic downturn on the future of information professionals with any certainty. Nevertheless, I think there is a case for optimism. There are challenges, but there are also opportunities.

Change is only harmful if you do not

adapt to it. Perhaps now is the time to stop struggling to provide the same level of service with fewer resources and instead adapt activities to make the most of new content formats and publishing models in order to enhance services with reduced budgets. **SLA**

REFERENCES

- Björk, B-C., A. Roos, and M. Lauri. (2009). "Scientific journal publishing: yearly volume and open access availability." *Information Research*, 14(1).
- Department of Trade and Industry (1998). *Building the Knowledge Driven Economy*, London: Department of Trade and Industry.
- Houghton, J.W., et al. (2009). *Economic Implications of Alternative Scholarly Publishing Models: Exploring the Costs and Benefits*. London: The Joint Information Systems Committee.
- McLemee, S. (2009). "Print or Byte?" *Inside Higher Ed*, April 8.
- Organization for Economic Cooperation and Development. (2006). *Information Technology Outlook*. Paris: OECD.

LexisNexis® is the clear choice...

to help lower costs, improve efficiency and protect your company



Corporate & Professional Solutions from LexisNexis®

Whether you need to protect your company from constantly changing risks or access the most comprehensive news, business, public record and legal content available, your choice is clear—LexisNexis® Corporate & Professional Solutions. Our comprehensive offerings address your information needs while allowing you to stay up to date, and help drive efficiency and greater cost-effectiveness. Choose LexisNexis today.

Research Solutions

Compliance Solutions

Practice Area Solutions

Litigation Solutions

**Counsel Management
Solutions**

News & Business Solutions

Sales & Marketing Solutions

Join us at Booth 1200 at the SLA Annual Conference June 14 – 17 to discover more about our offerings.

lexisnexis.com/corporate



Adding Value, Going Global, and Serving Smaller Clients

FOUR INFORMATION PROFESSIONALS OFFER THEIR THOUGHTS ON THE TRENDS AND OPPORTUNITIES THAT WILL SHAPE THE INFORMATION INDUSTRY IN THE YEARS AHEAD.

The global economic downturn has been the leading topic of conversation for several months now, and it is affecting the information industry just as it is nearly every other economic sector. But even as information professionals struggle to adapt to the downturn and seek opportunities amid the devastation, other developments—the continuing digitization of information resources and the growing demand for specialized products and services, to name just two—are exerting profound and far-reaching influences on the industry.

Information Outlook asked four information professionals to share their views on (a) the most significant developments that will affect the industry and profession and (b) how SLA can best help them and their colleagues prepare for the future. Their answers offer plenty of evidence that information professionals can not only survive but thrive in the years ahead.

Q: What trends or changes in society do you think will have a significant impact on information professionals over the next several years?

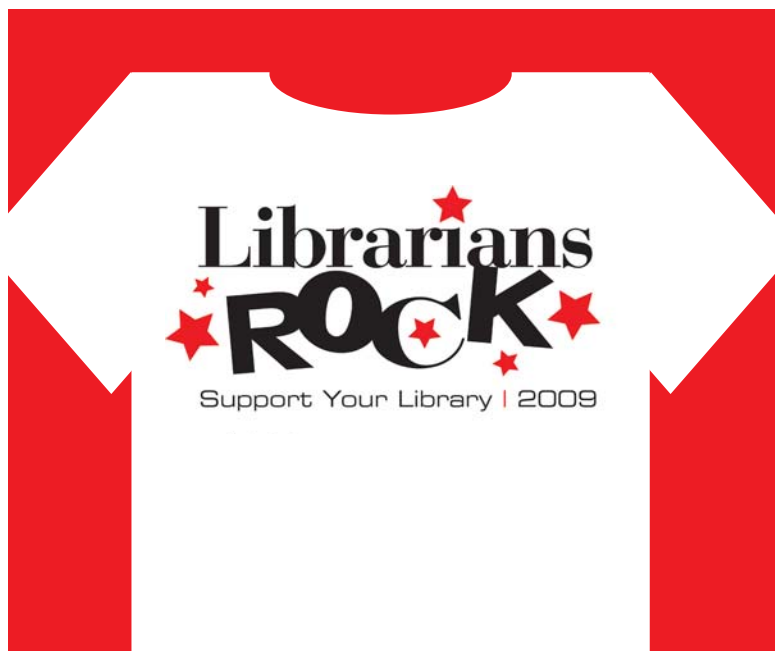
Karen Huffman: Although global economies are fluid and dynamic, the financial issues we all are facing offer us an opportunity to develop new ways to communicate, collaborate and meet virtually. To succeed, though, we need to find solutions to the growing digital divide between people who have access to online services and those who do not. This is not just an issue that exists within developing countries—in the United States, many people do not have broadband service for various reasons

(e.g., financial constraints or regional discrepancies) or work for organizations that restrict access to online resources.

Deb Hunt: As the Web and access to “instant information” become ever more ubiquitous, SLA members must position themselves as experts in value-added information who contribute positively to the bottom line of clients. If we can prove our worth to our clients, whether they are corporate executives or doctoral candidates writing their dissertations, we will continue to be perceived as valuable assets, not as overhead costs. As we achieve this goal, our jobs become more than just jobs—they become a path to career challenges and fulfillment.

Future survival will depend greatly on providing highly customized products and services to increasingly smaller client communities.

Librarians Rock!



Get your FREE 2009 edition of the Librarians Rock t-shirt – just be among the first 500 people to watch a brief presentation about Plunkett Research Online at the SLA annual conference in Washington D.C., booth 1520.

Special Pricing Options for Libraries

- ▶ Custom-designed subscription plans to match your budget needs
- ▶ Ask about packages that include print and online access
- ▶ Call today to learn more, 713.932.0000

Plunkett Research, Ltd.

www.plunkettresearch.com 713.932.0000

Check out www.LibrariansRock.com
– where librarians connect

Librarians ROCK

Daniel Lee: Two trends immediately come to mind: the economy and the complexity of the information world.

While some of us haven't yet felt the repercussions of the recent global economic downturn, it will undoubtedly affect all of us at some point. What will count will be our reaction to the crisis, including our ability to advocate on our own behalf and solve problems creatively. Are we prepared with contingency plans if we are asked to reduce space, to meet virtually, to digitize our collections, and to rethink how the library and librarians are organized in the organization?

The world of information is becoming increasingly complex, and we are ideally suited to sit between this chaos and the masses. For years we have sat as facilitators and interpreters; however, the day may soon come when people won't be able to search or find on their own. Perhaps that day has already arrived. Will people look to us to make sense of it all, or will they go elsewhere? Are we ready?

Nerida Hart: I think the global financial crisis will have a big impact on information professionals. Organizations (and their senior management) have a tendency to cut information services when money gets tight. However, the society we now live in is very information dependent, and I am not sure that message has really hit home with decision makers. So I envisage a situation where cuts in information services will have a major impact on organizations' abilities to function effectively and efficiently in the future.

Q: Will most information professionals not be working in a physical library or information center in the future?

Karen Huffman: Information professionals working within nontraditional career paths have always existed. Our expertise and skills translate well into many fields. The key is deciding where you offer the greatest impact for the organization as well as where you can continue to grow in the passions that motivate you.



"We need to find solutions to the growing digital divide between people who have access to online services and those who do not."

KAREN HUFFMAN, senior applications and database administrator, National Geographic Society

"Our users may not see the need for a physical library or information center. We need to educate them so they see the value of physical collections."

DEBORAH HUNT, principal and owner, Information Edge



"We need to educate information professionals not to expect to be located in a physical library but to think outside what has been done in the past."

NERIDA HART, program manager, Land & Water Australia

"There is vast potential to establish small-scale information services requiring little overhead in small to mid-size businesses."

DANIEL LEE, research librarian, Navigator Ltd.



The day may soon come when people won't be able to search or find on their own. Will people look to us to make sense of it all?

Embedded librarianship offers opportunities that are equally as important as staying within a traditional library.

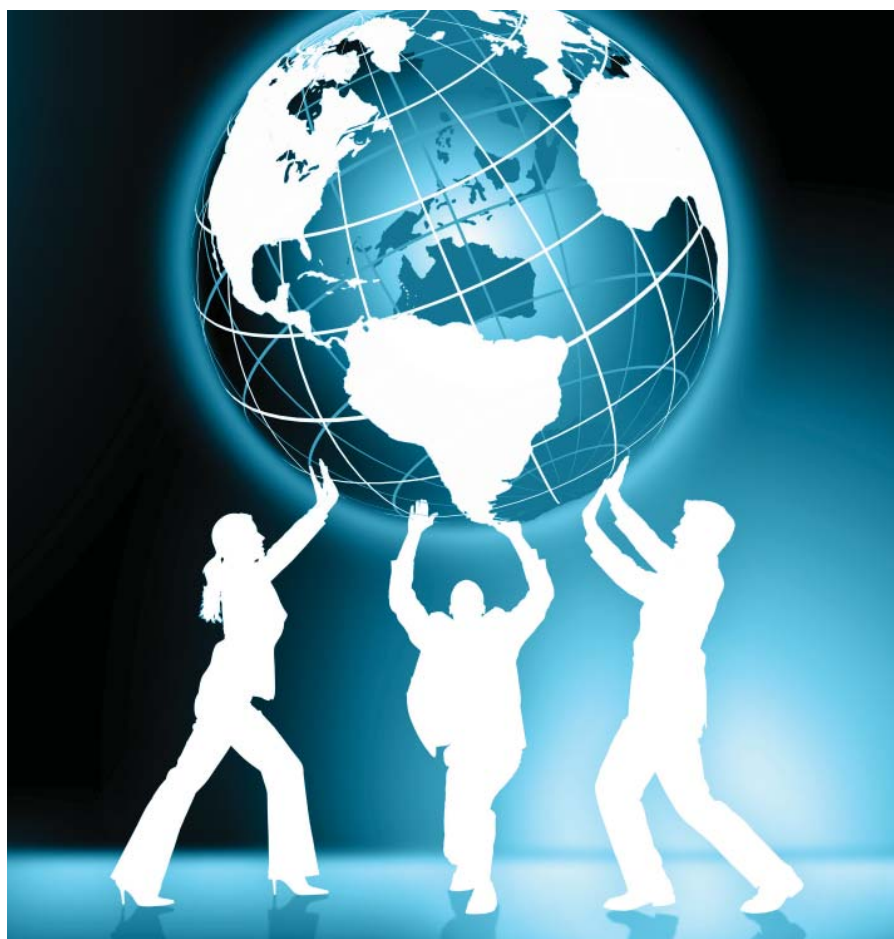
Deb Hunt: Often, I don't see my clients in person; we communicate by phone or e-mail. When I do see clients, it is usually during the preliminary or concluding phases of a project.

As information resources continue to be digitized, our users may not see the need for a physical library or information center. We need to educate them so they learn the value of physical collections they will need help to access and use effectively.

Daniel Lee: Information professionals will be working in physical libraries for years to come. For many of us, however, future survival will depend greatly on providing highly customized products and services to increasingly smaller client communities. There is vast potential to establish small-scale information services requiring little overhead in small to mid-size businesses.

This is one segment of our market that has yet to be fully tapped, and it's in this market that I see our profession growing in the future. Potential clients in this sector, however, are barely aware of our existence—and even where there is a vague awareness, perceptions of our skills are not aligned with reality. We do a lot more than deliver documents and check out books.

Our work is cut out for us. We need to develop a clear and focused message about the value we bring, not only to our own organizations but to organizations that don't know us yet.



Nerida Hart: I believe libraries, as we now know them, will not exist; the need for information professionals, however, will grow. They will be co-located with their clients and work side by side with them on projects to obtain better outcomes for their parent organizations. I have already seen this firsthand, as the organization for which I work has no library—it is a research organization that is heavily information-dependent but recognizes the need to employ information professionals.

We need to educate information professionals not to expect to be located in a physical library but to think outside what has been done in the past.

Q: What can SLA do to best help information professionals prepare for the future?

Karen Huffman: SLA's flexibility provides someone like me—now an

embedded librarian—the ability to still network, collaborate, explore and evolve with like-minded individuals. It is our responsibility as members to market the resources, services, community and support system SLA offers, as we will inevitably encounter financial and cultural shifts within our profession.

Deb Hunt: SLA can continue to expand its professional development, networking and learning opportunities (both virtual and in-person) for its members so they can remain on the cutting edge of both non-traditional and traditional skill sets that will allow them to grow in many different directions. As our membership becomes more diverse (both geographically and professionally), SLA must be at the center, a place where members can come together to learn from, support and promote one another. Finally, SLA must continue to promote the value that information professionals bring to their organizations or clients.

Daniel Lee: SLA is uniquely positioned, thanks to its diverse membership and agile structure, to continue to serve its members well into the future. To do this best, SLA needs to—

- Encourage its members to take active leadership roles within their organizations;
- Develop and deliver professional development opportunities that are cutting-edge and imbue the membership with a spirit of lifelong learning and continuous innovation;
- Invest in technologies that will move us closer to becoming a truly global and more virtual association;
- Motivate members to seek out and develop models for determining and expressing the value we bring to our organizations;
- Strengthen the bonds that hold our profession together; and
- Be the strong and unified voice of our profession.

Nerida Hart: As I have said previously, the need for highly skilled information professionals will not decrease; in fact, I expect it will increase. SLA needs to be able to support what is currently the non-traditional librarian/information professional by actively demonstrating the possibilities—telling the story of what is possible and how you, as an information professional, might take advantage of the opportunities. I think this is starting to happen with the 23 Things initiative and the greater use of the SLA Wiki sites.

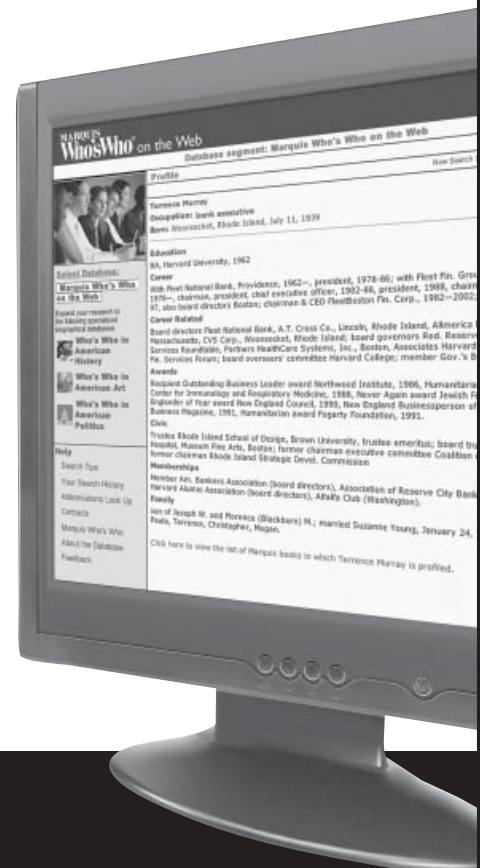
We are building great communities of professionals and need to make sure that SLA has a global approach. There is still a strong U.S.-centric flavor to SLA, which I think will gradually change as the international chapters start to build momentum. The Asian Chapter is a fantastic example of rapid growth. I also really like the twinning initiative for encouraging membership from information professionals in developing countries by sponsoring them through the various divisions and chapters. The future is international. **SLA**

America's Biographer for over 110 Years

MARQUIS Who'sWho® on the Web

Trusted biographies of executives, decision-makers and industry leaders!

- Over 1.4 MILLION biographies
- Easily find leaders in all fields by name, occupation, and much more
- Reduce valuable research time
- Updated daily



**Request a
FREE Trial
Today!**

**Visit us at the SLA Conference
booth #1032 for a quick demo!**

To request a FREE Trial:

Call: Michael Noerr at 1-800-473-7020, ext. 1044

E-mail: sales@marquiswhoswho.com

Visit: www.marquiswhoswho.com

Please use code "INF09" to receive a free trial.

WEBIO409



Aligning the Information Center to Create the Future

RESEARCH BEING CONDUCTED AS PART OF THE SLA ALIGNMENT PROJECT IS PROVIDING FINDINGS AND RECOMMENDATIONS THAT CAN HELP DEMONSTRATE THE VALUE OF, AND NEED FOR, INFORMATION CENTERS.

BY AMY AFFELT

“What do you do?” It seems like simple cocktail party conversation, but that basic question often elicits a “deer in the headlights” response. Have you wondered how to find the right words to explain the value of your work and the impact that you have on your organization?

At this year’s SLA Leadership Summit in Savannah, Georgia, SLA President Gloria Zamora and CEO Janice Lachance presented powerful research that provides proof of exactly how to

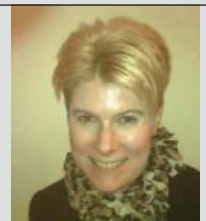
answer that question. They unveiled the results and recommendations of the third research phase of the SLA Alignment Project, which is being conducted by a consulting firm, Fleishman-Hillard, with assistance from Outsell, Inc. (For more information about the Alignment Project, visit the SLA Web site at www.sla.org/content/SLA/alignment/index.cfm).

The third research phase identified corporate executives in information-intensive organizations. Extensive data on their views, attitudes and key priorities relative to information services

were compiled using surveys, interviews and “dial testing” focus groups (sessions in which participants turn a dial to indicate a reaction to a statement or concept). The data were then used to develop a framework within which information professionals can deliver strategic results that positively affect their organization’s bottom line.

The idea behind this phase of the Alignment Project is to determine what we as information professionals should do to characterize our contributions to our organizations in a way that resonates with senior executives. In Fleishman-

AMY AFFELT is director of database research at Compass Lexecon, an economic consultancy, where she conducts online research for economists who testify as expert witnesses in litigation. She has been a member of SLA for 17 years and currently serves as the membership chair of the Business and Finance Division. She would like to thank her SLA colleagues Stephen Abram, Jamal Cromity, Toby Pearlstein, Jan Sykes and Libby Trudell for their assistance with this article.



Hillard's words, the goal is to "promote rather than defend the value-driven benefits" we provide.

The project as a whole focuses on identifying tactics we can use to strategically align ourselves with our organizations and remain a vital, growing profession that is recognized across industries as part and parcel of successful businesses. These tactics include the following:

- Developing language to explain what we do and the variety of services we can offer;
- Quantifying the deliverables, value and intelligence we provide; and
- Cultivating the unique skill set and specialized knowledge that are hallmarks of our profession.

In sum, the goal of the Alignment Project is to codify these practices so that information professionals will have a roadmap to guide them in demonstrating how invaluable they are to advancing the goals of their organization.

A Practitioner's Toolkit

How many times have we heard that we can shape our own destiny? The challenge lies in knowing how to do it. The research generated from the SLA Alignment Project provides concrete examples of what we need to say, how

Perceptions of Value

Value of Information to Organizations



While two-thirds of business executives agree that information is critical to making strategic decisions, a smaller percentage say they can access information easily. Only half say information saves them money, and 44 percent say it helps generate revenue.

we need to say it, and what we need to do in order to remain vibrant and viable for the next 100 years and beyond. Using the toolkit outlined here is one way for you to meet this challenge and align your information services with your employer's priorities and expectations.

Identify who and what you are. We may struggle with whether we are librarians or information professionals, but

there are many things we know we are not. If your job title is vague or the same as that of others in your organization who are not engaged in the search for and dissemination of information, it is time for a change!

The word "knowledge" resonated again and again during the interviews with executives because it implies a deep understanding of information. Info pros should keep this in mind when recommending new job titles. "Knowledge Manager" and "Knowledge Leader" describe professionals who are at the forefront of finding and organizing information in their workplace. They describe professionals who set the pace for information retrieval and dissemination, who know what kind of information is needed and how to find it, and who know how to turn information into knowledge and results.

The word "intelligence" in a job title implies that the professional is not just doing "rip and ship" one-off projects but instead is using information and adding value to it to produce key intelligence and enable good decisions. The words "strategist" and "analyst," on the other hand, were not seen as favorable terms—executives want to make their own decisions after analyzing the

'YOU CAN MAKE A DIFFERENCE'

At the 2009 SLA Leadership Summit, SLA President Gloria Zamora and CEO Janice Lachance unveiled the results and recommendations of the third research phase of the SLA Alignment Project. The presentation reinforced SLA's vision that the insights gleaned from the Alignment Project interviews could be used to accomplish the goal of having every executive across the globe feel that their organization could not exist without the expertise of information professionals.

Immediately following the presentation, the SLA leaders in attendance began to ask how the association is going to use the information uncovered in the research process. More specifically, they wanted to know how SLA is going to help members benefit from the research.

SLA Past President Stephen Abram was quick to seize the opportunity to issue a challenge. "The question should be, what are *you* going to do with this information?" he asked. "Look around this room. You are hundreds strong. SLA is giving you the tools and information you need to create your own future. *You* can make a difference!"

The research generated from the SLA Alignment Project provides concrete examples of what we need to say, how we need to say it, and what we need to do in order to remain vibrant and viable for the next 100 years and beyond.

expert information that we provide.

Like your title, your job description should incorporate meaningful terminology. Executives noted in their interviews that they rely on information professionals to be able to identify and use accurate, highly relevant information from the highest quality sources. They need you to add value to premium content in order to save them time and money and enable them to make decisions efficiently. Your job description needs to reflect the fact that you have expert-level knowledge in uncovering intelligence and data that contributes to furthering the goals of your organization.

Define your mission and goals. A careful reading of the language that was viewed favorably by participants in the Alignment Project can help make the task of writing your information center's mission statement easier. The recommended language is clear and can be easily incorporated into a sentence or two that defines what your organization expects you to contribute to its success. Your stakeholders look to you to turn information into knowledge quickly and efficiently and give them an edge over the competition. Your mission statement must reflect that expectation.

Management guru Peter Drucker often said that in order to be effective, organizational mission statements need to be short enough to fit on a T-shirt. When writing a goal-setting document, you typically have more space than that—enough to list all that you hope to accomplish, provided each goal is tangible and forces accountability. Your goals should reflect the ideals of your profession: to deliver to people exactly what they need (and often don't even realize they need) in a form that they find helpful and usable, from a source

that is highly accurate and reliable, in a way that saves them time and money.

The Alignment Project's research determined that executives and other stakeholders look to information professionals for three mission-critical contributions:

- Unique knowledge regarding the information sources available and how they can best be used in your organization's unique setting;
- Assurance that you are aware of the "newest and truest" sources of information and are making that information available to the organization; and
- Best practices in the most efficient use of information resources.

It is notable that the executives inter-

viewed for the project were not interested in process and methodology. Frankly, how you access information is not important to them—they just want to know that it is highly reliable and accurate.

Put words into action. Once you have goals that resonate with the key players in your organization, you will need to think of ways to translate those goals into a tangible, pragmatic information product that benefits management's bottom line. One of the easiest ways to do that is to institute a custom clipping and alerting service. There are four main reasons to offer alerting services, and each one provides opportunities to fulfill needs that the executives inter-

Let Us Help Your Library

Librarians deal with everything from aardvarks to zyzzyvas. So does Powell's. With a world-class inventory of used and new – including out-of-print – titles, literally millions of books are accessible to our customers at Powells.com.

We also purchase out-print and academic books, from one box to entire libraries. Visit us at Powells.com/librarians to learn more about how we might help your library.

Sign up for Technica, our techie newsletter at:
Powells.com/technicalbooks

Powell's Books

POWELLS.COM/LIBRARIANS

800.878.7323 • POWELLS.COM



SLA – CONNECTING YOU WITH YOUR FUTURE

Make the most of your SLA membership and enhance your career through unique and valuable member benefits, including:

Information Outlook Online – access *Information Outlook* anytime, anywhere. The online version of SLA's magazine has a new look and improved functionality. Check it out today.

Click University™ offers most of its online content at no charge as an exclusive membership benefit. Included are twice-monthly Webinars and REPLAYS of recorded Webinars, SLA Online Libraries, access to execuBooks, recorded Annual Conference continuing education courses, 23 Things, and the SLA Innovation Lab.

Wikis, blogs, and discussion lists allow you to share information and advice with your colleagues. Explore and expand your networking opportunities. Get the latest information on everything from your chapter or division to the SLA Centennial Celebration.

For more information and to view a full list of SLA member benefits, visit www.sla.org and click Membership/Member Benefits. New benefits, services, and discounts are added frequently.



Celebrating 100 Years
1909 – 2009

Invest in SLA and invest in your future!

viewed for the Alignment Project consider important:

- To market your information center and your services;
- To advance the work and practices of your firm;
- To grow your firm's client base; and
- To keep tabs on the competition.

The key to a successful clipping and alerting service is customization. Your stakeholders will be surprised and delighted when you send them information they didn't realize they needed (or didn't know existed) and that is central to their research or the case or project on which they're working. Being able to do this requires keeping an ear to the ground and learning about current and upcoming projects and clients' and executives' information interests.

For example, if client case strategy meetings are held, find a way to get yourself invited so you can understand the issues and suggest approaches to research. Track key business and industry publications as well as news from the big players (*The Wall Street Journal*, *Financial Times*, *The Economist*, etc.). Send articles to stakeholders who could benefit from the information.

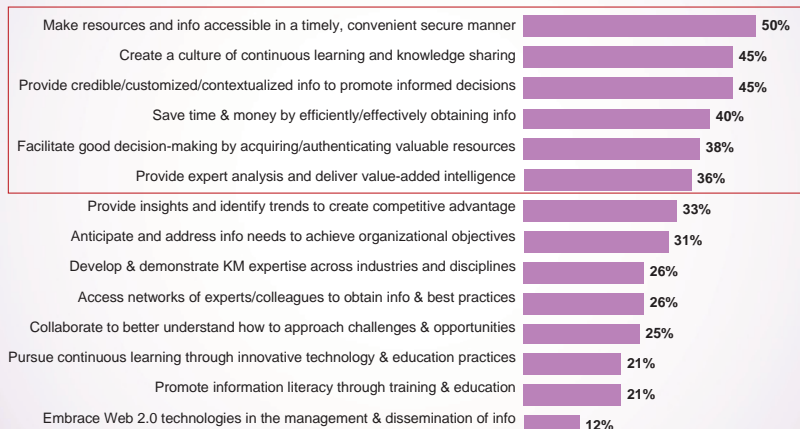
When you share news with stakeholders before their clients or competitors obtain it, you are playing a major role that is central to their success and promotes your value. It is this kind of customization and personalization that causes management to realize they could not prosper without information professionals.

Seek out champions. Previous studies have suggested that info pros need to find leaders in the ranks of upper management who can tout the indispensability and accomplishments of the firm's information services. Ideally, these people are executives who frequently use your services and have been pleased with the results. Through working with you, these leaders have come to realize the contributions you make to helping them do their jobs effectively and efficiently.

Ultimately, when budget cuts are discussed, you will need someone who can be your advocate in the boardroom. If a high-profile executive can demonstrate

Perceptions of Role

Role of Information Professionals



The most highly rated attributes for the profession highlight the need to reframe the skill sets of information professionals in terms of better end-products and bottom-line results.

from his or her own experience the value added by the firm's information services unit, you will have done one of the most proactive things you can to avoid being put on the chopping block.

Promote and sell. The Alignment Project's research found that the relevance, timeliness and accuracy of information were seen as much more important than the format and packaging. Therefore, when formulating an "elevator speech" or a presentation to stakeholders, it is important to emphasize the product that is delivered rather than the research process that produced it. The names of the databases, the charts and graphs that can be generated, and the search options available do not need to be explained; what is important is the content of the information and how it can fit the intelligence needs of the parties involved.

Your marketing materials need to reflect the language and priorities of your constituents. For example, newsletters or other outreach efforts should emphasize the content and uniqueness of the information, not the database's brand name. Rather than focus on the number of projects you complete, highlight the value of the personalization, customization and attention to detail in

the services you provide. Value is much more important than volume.

Demonstrate your value. Information professionals often want to offer a metric as a way of demonstrating our importance. In the past, you have probably collected statistics on the number of requests you completed, the number of databases you accessed, and so on. Research has shown, however, that constituents are much more impressed by the value that you bring to the information you find.

Instead of listing the number of requests you process, offer a case study. This would be a much richer (and more readable) way to present the story of a recently completed research project. Using business school case studies as a model, you could write about the challenges involved, the approaches taken, the information uncovered, and, ultimately, how your research was used to solve the problem, retain the client, and win the case.

Research department case studies illustrate the value-added information process in a concrete way so that stakeholders immediately recognize they can bring you a research problem and you will use a proven approach to produce a successful outcome. For maximum impact, the case study should also

Instead of listing the number of requests you process, offer a case study. This would be a much richer (and more readable) way of demonstrating your importance.

emphasize the time and money saved. A powerful ending for your story could be a statement (based on a conversation with the requestor) of how long it would have taken the requestor to conduct the research without your help.

All of this is not to say that collecting statistics has no value. What it means is that contextualizing statistics in a way that is meaningful to your firm's management can also tell a very powerful story.

Ongoing Value

Ultimately, the findings of the third research phase of the SLA Alignment Project have reinforced what we as a profession have always known: that we are "critical assets who provide value-

added intelligence that facilitates good decision-making and creates competitive advantage for organizations." The overall project, meanwhile, has demonstrated that the mission and goals of information professionals across the globe are quite similar.

As a group, we can use the project findings to speak with a unified voice to guarantee that our profession continually moves forward. As individual practitioners, we now have confirmed data to help solidify our brand and message, whether we are seeking that first job or have worked in the profession for years. If you did not already know, you should now have a better understanding of what your stakeholders value and what they look to you to do. **SLA**

REFERENCES

Romaine, Cindy, Gloria Zamora, and Bill Fisher. 2009. "Strategic Alignment: Positioning our Brand for the Future." *Information Outlook*, 13(1): 10-15.

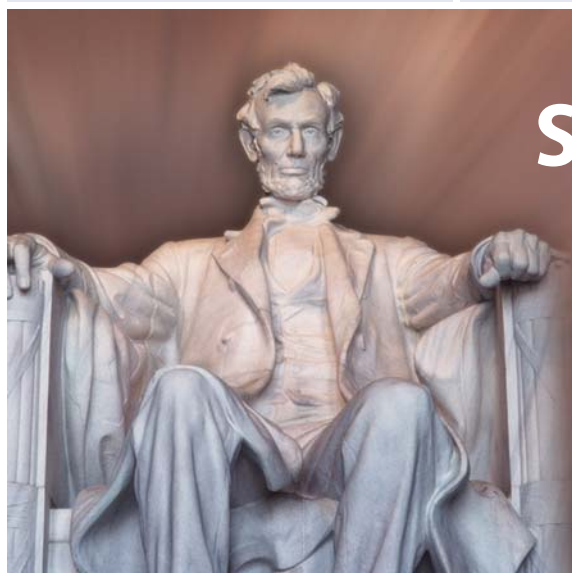
Zamora, Gloria, and Janice Lachance. 2009. "Positioning SLA for the Future: Alignment Initiative Results and Recommendations." Presentation at SLA Leadership Summit, Savannah, Georgia.

information outlook Online

ALWAYS ON YOUR DESKTOP.

100 SLA
Connecting People and Information
Celebrating 100 Years
1909 – 2009

www.sla.org/io



Springer Welcomes You to SLA 2009!

In Coordination with Outsell™ Join Springer
for SLA Conference Hot Topic Session:
ROI 2.0 – A New Look at Return
on Investment in Corporate Libraries

**This is not the time to leave key research to
Google results! In this session...**

- ▶ Learn how corporate libraries are helping their corporate parents to boost revenue, cut costs and save man hours
- ▶ Learn through new case studies how scientific, technical and medical journals and eBooks are providing positive return on investment in corporate libraries right now
- ▶ Monday, June 15th (9:00 AM – 10:30 AM), Location TBD



**Don't forget to stop by Springer Booth #1409
featuring our interactive Content Solutions
For Industry demonstrations**

**Sign up for a demo and automatically enter
to win one of many prizes!**

SLA – springer booth #1409



Another Year Older, and Better

NOW ENTERING ITS FIFTH YEAR, CLICK UNIVERSITY IS EXPANDING ITS FREE OFFERINGS AND ADDING NEW PROGRAMS AND SERVICES.

BY JOHN LOWERY

April marked the fourth anniversary of the establishment of Click University, SLA's online learning community. The name "Click" stands for Continuous Learning to Improve Career Knowledge, and over its first four years, Click U has not only helped many information professionals improve—it has improved itself as well. In this article, I want to tell you what's new at Click U this year and give you some hints of things to come.

New at the U

If you haven't visited Click U in 2009, you'll find that it's now "free and easy." Let's talk about the easy part first: Click U is now completely integrated with the SLA site. This means that when you visit the SLA site and sign in with your member ID, you're also signing in to Click U. You don't have to sign in separately to each.

Now let's talk about the free part. There are two primary sections of Click U, the Members Only section and the Premium section. The Members Only section is free—the cost of everything in this section is included in your membership, includ-

ing offerings that used to be available only for a fee. Here's what you get:

- **Click U Webinars.** This includes the bimonthly live Webinars (formerly \$129) and all scheduled and special Webinars, including Gary Price's Research Toolbox and the quarterly panel discussions of our copyright experts. You also get free access to the more than 70 recorded Webinars from the past three years (formerly \$89), conveniently organized by topic into four libraries.
- **Online libraries.** We have now incorporated the Leadership and Management

JOHN LOWERY is director of professional development for SLA and has spent more than 25 years in education and training development. Before joining SLA, he developed training programs for various government agencies, ran his own consulting company, and was director of education and training for two large software companies.



Library into a new and expanded Business Administration Library, which is available in addition to the Knowledge Management Library. In these two libraries you'll find more than 800 e-books with extremely timely and pertinent information.

- **execuBooks.** These crisp executive book summaries present the core concepts of the best in business literature in 15 minutes of easy reading. With a new title every week, execuBooks enable you to efficiently acquire the knowledge you need to succeed.
- **Innovation Lab.** After only six months on the SLA Web site, the Innovation Lab has come of age and is now a permanent part of Click U. This resource, initiated and championed by 2008 SLA President Stephen Abram, has been redesigned and updated for 2009.
- **Leadership training.** Myriad resources are available to help volunteer leaders in chapters and divisions develop and enhance their skills.
- **The Career Center.** This area contains tools to enhance your career success and help you become indispensable to your clients and organization, as well as job boards that allow you to post your resume and browse available openings.

The Premium section of Click U contains our fee-based offerings, which include the certificate programs and the Annual Conference continuing education courses.

- **Certificate programs.** Our certificate programs are offered in three areas: competitive intelligence, copyright management and knowledge management. These three programs allow SLA members to enhance their professional development and expertise.
- **Annual Conference continuing education courses.** Certificate programs, certificate courses and conference continuing education sessions are open to SLA members and (new for 2009) also to non-members, but only SLA members are eligible to earn IACET CEUs.

A third important section of the Click U site is the Click U Consortium, your doorway to programs and opportunities offered by our university partners. Take advantage of the significant discounts and other advantages that these institutions are offering exclusively to SLA members. The following partners have been added for 2009:

- **San Jose State University.** Join a cohort of fellow SLA members and earn an online "Executive MLIS" with

a focus on business skills and executive-level training.

- **Kent State University.** Take advantage of the 10 percent tuition discount available for online master's degree programs.

Coming Soon

In the coming months, watch for a Click U campus in Second Life, an online reference collection, and self-paced professional improvement courses. We're also looking to add new partners to the Click U Consortium and to begin developing certificate programs based on a revised version of the Competencies for Information Professionals of the 21st Century.

What isn't changing at Click U (and never will) is our commitment to providing you with the educational resources to reach and stay at the top of your profession. In the June 2005 issue of *Information Outlook*, Janice LaChance explained that one of the primary reasons for launching Click U was to make learning opportunities for SLA members more accessible. We remain committed to that goal and to continuing to expand and improve the programs and services we provide. **SLA**

Ticket #	Program Title	Price
100	Click University - CI Certificate Program (CIC09) Competitive Intelligence Analysis: Intermediate Frameworks	US\$ 495 (M) US\$ 595 (N)
105	Click University - KM Certificate Program (KMK09) Strategic Planning for Knowledge Management	US\$ 495 (M) US\$ 595 (N)

Visitors to the Click University section on SLA.org will find numerous links to learning opportunities, including continuing education courses being offered at the 2009 Annual Conference.



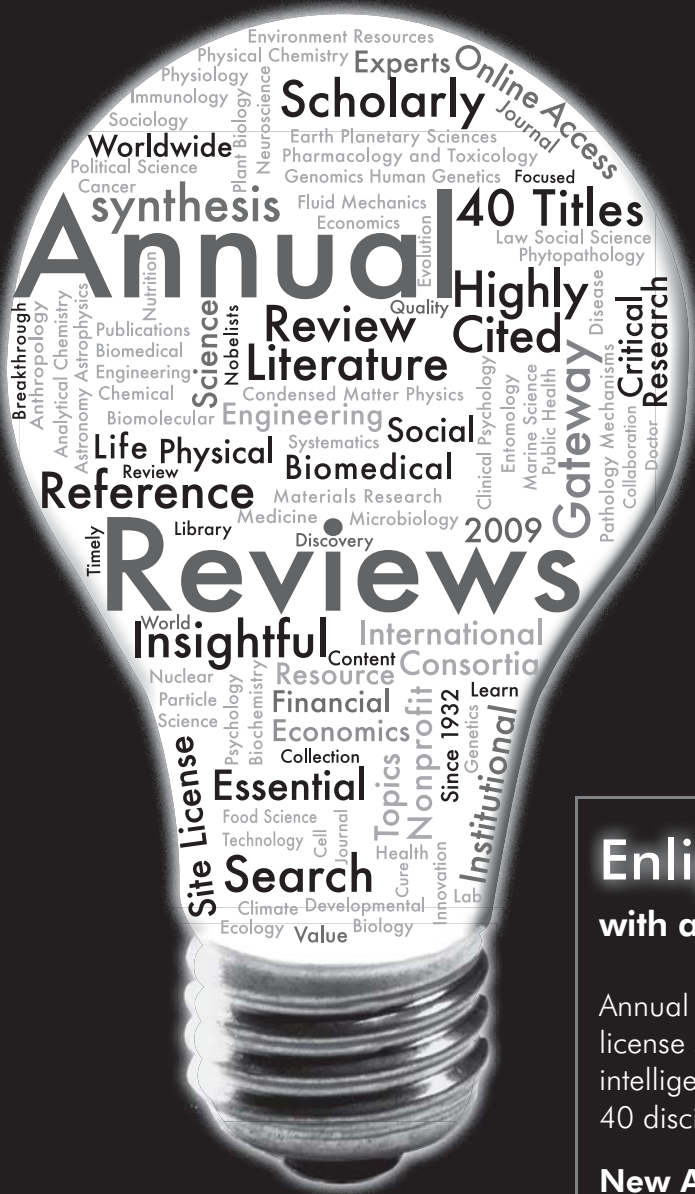
Communications | Sensor Technologies | Biomedical Optics | Astronomy
Defense & Security | Micro/Nanotechnology | Imaging | Lighting & Energy



SPIEDigitalLibrary.org

A Nonprofit Scientific Publisher

A Nonprofit Scientific Publisher



with an Annual Reviews Site License.

Annual Reviews offers a variety of affordable site license solutions, ensuring seamless access to intelligent, high quality review literature covering 40 disciplines.

New Annual Reviews Titles Include:

- Marine Science, January 2009
- Economics, September 2009
- Resource Economics, October 2009
- Financial Economics, December 2009
- Food Science and Technology, April 2010
- Chemical and Biomolecular Engineering, July 2010
- Condensed Matter Physics, August 2010

www.annualreviews.org



Secure a Site License for Your Institution Today Via www.annualreviews.org

tel: 800.523.8635 (US/CAN) • 650.493.4400 (worldwide) • fax: 650.424.0910 • email: sitelicense@annualreviews.org

Several Blogs Rolled into One

If you're looking for information about publishing, the media, the Internet, or the digital economy, All Things Digital is the place to start.

BY CAROLYN J. SOSNOWSKI, MLIS

All Things Digital

<http://allthingsd.com/>

All Things Digital, from *The Wall Street Journal*, is actually several blogs rolled into one, with contributors writing about publishing and media, technology products, the Internet (including Twitter, Google and Microsoft), and the digital economy. There's so much stuff here that subscribing to just one or two of the blogs might help you keep the information flow under control, although Walt Mossberg alone has several blogs/columns, so it might be hard to find a place to start. There are also video and guest bloggers to round out the experience. If you prefer, try the e-mail service instead. Just go there.



Shaping Tomorrow

www.shapingtomorrow.com

Is your information center or organization trying to develop a long-term strategy and wondering what the future holds? Shaping Tomorrow offers services related to "futures intelligence," from horizon scanning and trends analysis to action planning. Use the tools on

the site to capture information from diverse sources across industries, examine trends, and network and share insights with other future-minded Shaping Tomorrow members. Privately branded sites are also available, the costs for which are based on service and licensing levels. Sign up for the free weekly e-newsletter, which has articles on trends and tips for futures planning.



comScore

www.comscore.com

Ultimately, comScore helps companies develop marketing strategies, but the data come in handy for the rest of us. Although comScore offers many more services and types of information than

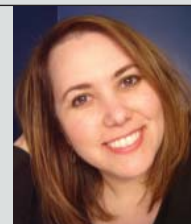
you might need, it's a great place to find that Internet- or technology-related statistic your client wants. Need to know the latest trends in online video, e-commerce, mobile technologies, digital marketing or social networking? Try the press releases section. Posts on the comScore "Voices" blog provide details about authors' research, plus commentary on news and events. You can even follow the data on Twitter (along with 3,000 others).

A List Apart

www.alistapart.com/

An online "magazine" for "people who make Web sites," A List Apart focuses on Web design and development, but in a unique way. In addition to content that is fairly technical in nature (you'll find articles on Flash and JavaScript in the archives), there are also posts on the cultural aspects of creating Internet space. Topics such as online privacy, Web education, standards, communication, and the information glut are covered intelligently by people who have a stake in the trends affecting the development of the online universe. Be sure to check out the recent Web design survey, which reports information on demographics, salaries, education, and career trends based on responses from more than 30,000 participants. **SLA**

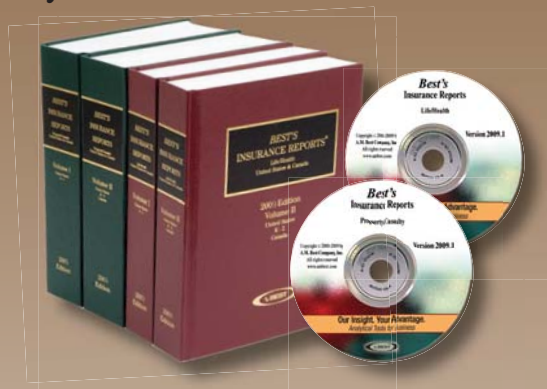
CAROLYN SOSNOWSKI is SLA's information specialist. She has more than 10 years' experience in libraries, including four-plus years in SLA's Information Center. She can be reached at csosnowski@sla.org.



Best's Insurance Reports® A Modern Classic.

A.M. Best Company specializes in the analysis of the insurance industry and rates more companies on an interactive basis than any other agency.

At the SLA Annual Conference, you'll find out how ***Best's Insurance Reports***, the industry's most comprehensive source of insurer analysis, can expedite your search for the highest-quality insurance industry information available. Also, be sure to ask about A.M. Best's other valuable insurance industry publications.



Learn more: Visit A.M. Best **booth #1125** at the
Special Libraries Association Annual Conference
in **Washington, D.C., from June 14 to 17.**



A.M. Best Company • Ambest Road • Oldwick, NJ 08858 • (800) 424-2374 • www.ambest.com/sales/bir

Blogging as a Special Librarian

Blogging can be part of an effective communication strategy—if you can figure out what to blog about and how to do it effectively.

BY STEPHEN ABRAM, MLS

Are you a blogging newbie? Been blogging for a while, and now you're feeling stuck? Has the dreaded "writer's block virus" hit you? Feeling uninspired or not very creative? Just run out of ideas?

In this issue, I thought I'd offer some personal and practical advice about blogging. I blog—a lot. In addition to Stephen's Lighthouse, I microblog in 140 characters or less at Twitter and have enjoyed using hashtags lately at conferences and events. I also think that the RSS–Wiki combination is like a blog, and I've contributed content to many wikis. I've also blogged at SLA and Information Today conferences as well as internally. I guess I'm a bit of an addict.

I know from experience that blogs can be part of your communication mosaic and add clear value. Used with e-mail, Web sites, and newsletters and combined with RSS feeds and permission-based marketing, blogs comprise a powerful communication and marketing strategy. All you need to blog is content. That's often the rub, eh?

(By the way, if you're not blogging yet and need some training, SLA

can help. Blogging is one of the "23 Things" available in Click University, and the SLA Innovation Lab provides free access to popular and licensed blogging software for you to learn and practice. There are also many articles about blogging in back issues of *Information Outlook*.)

Learning the Ropes

If you're new to blogging and want to learn the "rules of the road," here's my advice:

- 1** Don't take yourself too seriously. You're writing for the Web, not some scholarly, juried publication. Expectations will be different.
- 2** If you worry how every last person in the world will react to your post, you're never going to get it published. Have a specific audience in mind and write for them.
- 3** Consider having a blogging partner, or blog with your colleagues or staff. Some people find that having another person say that their draft post is OK is helpful.

4 Try to think about what interests you. It's very likely there are others interested in the same thing.

5 Have an opinion or point of view. Be known for focusing on quality or providing something of value to your organization or audience.

6 Shorter is better: one to three paragraphs seem to be enough. You're not trying to write a textbook or the definitive article about a topic. The occasional long post is OK, but don't go overboard. Short and sweet wins the day.

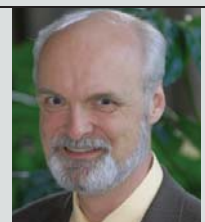
7 Use formatting. Publishers invented different font types, sizes and attributes (bold, italics, and so on) for a reason. Use them, but with a purpose—to enhance readability. Use color for the same reason. Graphics that enhance your message can be fun and effective.

8 Don't be too serious or needlessly stuffy in an attempt to look professional. Using appropriate humor or pointing to something fun on YouTube or the Internet can add some personality to your blog.

9 Leave comments open, but moderate them. You don't want blog spam getting out there. Comments can also be great sources of ideas.

10 Schedule time to write. A 15-minute-a-day appointment with your blog may be all you need.

STEPHEN ABRAM is vice president of innovation for SirsiDynix and chief strategist for the SirsiDynix Institute. He is the immediate past president of SLA and an SLA Fellow, and in June 2003 he was awarded SLA's John Cotton Dana Award. He is also past president of the Ontario Library Association and the Canadian Library Association. He is the author of *Out Front with Stephen Abram* and Stephen's Lighthouse blog. This column contains Stephen's personal views and does not necessarily represent the opinions or positions of SirsiDynix. Stephen would love to hear from you at stephen.abram@gmail.com.



11 Ask your users, “What should I be blogging about?” You might not want to be that direct, but you need to find out what issues matter to them. Every information problem a user shares with you suggests a blog post topic.

12 Volunteer to blog on your SLA chapter, division or unit blog. Polish your skills within SLA and then bring them inside from the cold.

Unblocking Your Creativity

Now that you have a general sense of what to do and how to do it, you might need some suggestions for getting your creative juices flowing. Here are a few:

1 I have found that viewing interesting or unusual pictures can stimulate my creativity. You can even use some of these pictures in your blog post. Try using some of the creative commons image search engines or get an account with a photo licensor such as iStockPhoto.com. (You can always search Google images and iStockPhoto just for inspiration.)

2 Similarly, search a proposed blog topic on the Web (don't forget YouTube and non-text engines) and see what's out there. Agree or disagree with what you see and you're on your way.

3 When you read blogs, you find ideas. If I see the germ of an idea in another blog posting or something I'd like to point to with credit, I e-mail it to myself and keep it in an idea file in my inbox. Most RSS aggregators like Bloglines and Google Reader support tagging, e-mail and direct posts to some blog software.

4 What did you do today? This week? Find inspiration in your work—interesting reference questions and research projects, successes with clients, difficult searches, or identifying new sources. Books, Web sites, and blogs are also sources of good posts and will resonate with the clients you serve.

5 If you could say something today to everyone in your organization or market that would improve their research, their work or their lives, what would it be?

6 Think about the last time a client said, “I'm so glad you gave me that idea!” Write about it.

7 What presentations do you have in your files? What PowerPoint slide suggests a blog posting? (Can you use the graphic, too?)

8 Is there something in your organization's record that suggests a supportive post? Read the annual report, the CEO's speeches, strategic planning documents, press releases—everything you can get your hands on.

Getting Started

I'll end this column with some ideas for blog post topics to get you going. I'm taking my own advice, as this list was inspired by *20 Blog Topics to Get You Unstuck*, by Chris Brogan.

One way to generate ideas is to answer questions, such as the following:

1 What challenges are your users encountering?

2 What are your users reading? Can you summarize the main points and pass along the tips? (Check out the style used in the SLA free book summaries from execuBooks.)

3 Have you considered using your blog as a current awareness tool?

4 What bothers your users about the Web, online databases, and print sources? How can you help?

5 What has the potential of helping (hurting) you or your community in the coming months? Are there ways to prevent being hurt?

6 What tools are underused by your users but have real value? What do your users need to know to recognize that potential? Can you tell a story about a user's success?

7 What's happening in the competitive or environmental scan? What are the highlights?

8 What are the latest tips for using Google (or anything else that's free) effectively?

9 What kinds of thoughts will inspire your audience to contact you?

10 Can you tell a story or have a user tell a story about research success? Storytelling is powerful in any environment.

11 Have you considered surveying your users?

12 Are your users procrastinators when it comes to research and preparation? Offer some tips.

Another approach is to post blogs based on the following titles:

- Top 10 _____;
- The ABC's of _____;
- How to _____;
- Tips and tricks;
- A recipe for success;
- Secrets of _____; and
- A road map for _____.

The more you write, the easier it will get. Read as much as you write and be prepared to note any ideas you like. Above all, remember this: Information professionals are curious and inquisitive by nature. Our needs for research and searching skills will apply well to the entire organization. And share—we're great at that, too.

We should all be communicating regularly with our users, colleagues, patrons, markets and just plain folks. Invest part of yourself and your personality in your blog. If you're real and authentic, people will be attracted to your advice.

Blog luck! **SLA**



What's New at Cold Spring Harbor Laboratory Press?

Ask Us About:

- *CSH Perspectives*, a New Journal Launching in 2009
- The New Symposia 70-Year Online Archive
- A Free Trial to *CSH Protocols*



Visit us at SLA (booth # 1432) or at
www.cshlpress.com



To order or request additional information, please visit our website or

Call: 1-800-843-4388 (Continental US and Canada) 516-422-4100 (All other locations)

Fax: 516-422-4097

E-mail: cshpress@cschl.edu

Write: Cold Spring Harbor Laboratory Press, 500 Sunnyside Blvd., Woodbury, NY 11797-2924



ACS Publications
High quality. High impact.

www.acs.org

Peer-reviewed

Fully-integrated

1,278 books

ACS Symposium Series

Indexed by CAS

More than 19,000 chapters

2009

Coming in **Summer 2009:**

ACS Symposium Series Archives

1,278 Series books published from 1950 through 2008 — all fully searchable and presented via the new ACS Publications web delivery platform in PDF format.

2009 ACS Symposium Series Online

Current, comprehensive coverage of chemistry and all interfacing areas of science.

For further information and pricing please send inquiries to symposium@acs.org

American Chemical Society

Ensuring Appropriate Conditions of Use

There are some simple steps you can take to ensure that your future needs and uses of licensed digital content work well beyond the date that you enter into digital license agreements.

BY LESLEY ELLEN HARRIS

It was not that long ago that the notion of a virtual library and the possibility of acquiring all materials in an electronic format seemed like futuristic concepts. Now they are a reality in many existing libraries and represent the future of several other libraries.

With this reality comes a new way to acquire and access content—no longer through searching physical bookshelves, but through browsing DVDs, online databases and servers. This reality also means that all sorts of libraries must enter into agreements to acquire electronic content under agreed-upon and specific terms and conditions.

Changing Technology and Needs

It is possible and even likely that the license agreement you enter into today will not be quite as effective come tomorrow. Although a license agreement may meet all of your current technological needs when you sign it, those needs may change within a short time. You may then require different or new uses of licensed content, or modifications to certain terms and conditions, to

effectively use the licensed content.

Modifications may need to be made to the agreement for economic, technological, legal or other reasons. For example, you may enter into a license agreement at a time when your organization does not have an intranet. Then, one year later, you establish an intranet and want to post some PDF articles from a licensed database. Is this allowed under your license agreement?

As a further example, you may enter into a license that allows your employees in North America to access all licensed content. A few months later, your company becomes involved in a project in Italy, and many of your employees are temporarily living in Italy. Are these same employees permitted to access the licensed content from abroad?

Following are some suggestions for making licensing arrangements that account for rapidly and constantly changing technological requirements, financial circumstances, and changes in the law:

- **Short-term license agreements.**

When you enter into a license agreement, negotiate the dura-

tion of the agreement on the short side. In digital licensing, a duration of one to two years is not unusual. By keeping your agreement to a short time frame, it is less likely that dramatic changes will occur in your organization during the license period. If such changes do occur, the agreement is effective for a relatively short period of time, and you can negotiate for amended and/or new clauses to fit your new needs when it is time to renew the license.

- **Short-term license agreements with automatic renewals.**

An agreement with a short duration (as discussed in the prior paragraph) must be renegotiated every year or two. To better take advantage of the benefits of a short-term license, consider an agreement that automatically renews unless one party notifies the other party that it does not want the agreement to continue.

- **Amendment clauses.** Include an amendment clause in your license that allows either party, subject to the approval of the other party, to make amendments to the agreement during the duration of the license. This allows you to maintain a viable license but make adjustments for changes in circumstances.

- **Trial license periods.** Negotiate a trial license period to enable both the content owner and library to

LESLEY ELLEN HARRIS is a copyright lawyer who consults on legal, business and strategic issues in the publishing, content, entertainment, Internet and information industries. She is editor of the print newsletter, *The Copyright and New Media Law Newsletter* (for a sample copy, send an e-mail to contact@copyrightlaws.com), and teaches the Click University certificate program in copyright management. She also maintains a blog on copyright questions and answers at www.copyrightanswers.blogspot.com.



work out problems, discover and solve specific issues, or seek out technological solutions.

- **Library/customer support.** Library/customer support from the content owner may help libraries and their patrons understand the terms and conditions in a license. If a library's circumstances change, customer support can help interpret and explain how the license applies to the new circumstances. Of course, this should not be a substitute for legal advice regarding the interpretation of the license.
- **Reduced license fees in certain circumstances.** Circumstances may change on the content owner's side, and you will want to protect your library when such changes occur. For example, should the content owner have to remove some of the licensed content

It is possible and even likely that the license agreement you enter into today will not be quite as effective come tomorrow.

specified in the license, the library should be entitled to a refund of the license fee on a pro rata basis. Also, should the licensed content not be available for a lengthy period of time, the library may be entitled to some reduction or refund of the license fee.

It is difficult (and perhaps impossible) to contemplate and guard against every possible change in circumstances. The purpose of your license is to set out a summary of your licensing arrangement with a content owner. By taking some or

all of the above precautions, you will provide for some safeguards in your licensing arrangements. **SLA**

Note: "Info Rights" will not be published in the July/August 2009 issue of *Information Outlook*. It will resume publication in the September 2009 issue.

Webinars & REPLAYS are now FREE for SLA members!



CLICK UNIVERSITY
an SLA experience

Missed a live seminar in 2009?

You can view a Click University Webinar REPLAY.

Developing a Copyright Compliance Policy

Presenter: **Lesley Ellen Harris**, Copyrightlaws.com

Open Source Software for Libraries

Presenter: **Nicole Engard**, Open Source Evangelist, LibLime

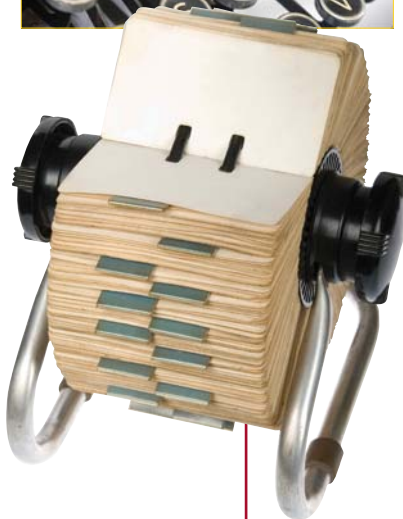
Ten Trends & Technologies for 2009

Presenter: **Michael Stephens**, Assistant Professor
Dominican University

www.sla.org/clicku

70 years of unique coverage of business and industry

AN ESSENTIAL RESEARCH TOOL



Business Periodicals Index Retrospective: 1913-1982

- Indexing of more than 1,000 periodicals, with citations to over 2.5 million articles, including book reviews.
- Contains the complete file of *Industrial Arts Index* (1913-1957).
- Updated subject headings make finding information on business developments easy.
- Original subject headings are provided, for insight into the evolution of issues, methods, and technology.
- Personal and corporate names used as subject headings are standardized.

**Wilson
Web**

Less Searching, More Finding

Free trials available!
Phone 800-367-6770 or visit
www.hwwilson.com/trial



H.W. Wilson
www.hwwilson.com

Toll Free: 800-367-6770 • Tel: 718-588-8400
Fax: 718-590-1617 or 800-590-1617
E-mail: custserv@hwwilson.com



flexibility

NPG's flexible site license model enables you to select the journals most important to your organization. Choose from high-quality publications from Nature Publishing Group and Palgrave Macmillan to create a site license that matches your requirements and your users' needs.

No bundles. Total flexibility. Your choice.

Communicate with NPG at www.nature.com/libraries

palgrave
macmillan

nature publishing group 

Adjusting to Changes in User and Client Expectations

The trend toward user-centric services will continue to challenge the information profession and affect the ways we interact with our clientele.

BY DEBBIE SCHACHTER, MLS, MBA

As with all information professionals who have been in the field for any length of time, I have seen a lot of changes in technology since I began my career almost 20 years ago. I've also noticed that most of the basic principles of the profession have remained constant during that time.

Over the past couple of decades, the many technological changes that have occurred and the changes that have been made to the tools we use have been remarkable. In the context of our profession, though, they form a logical progression along the continuum of information services and delivery.

Technology is, in and of itself, our tool. Technological change is not specifically a goal for our profession, but a means to better accomplish our activities and deliver our services. Information professionals tend to be early adopters of technology or, at the least, ahead of the adoption curve. We see incremental changes in technology and notice their impacts on our profession almost on a yearly basis.

What we can't anticipate, because of their very nature, are disruptive technologies. We *can* predict, however, that we will experience disruptive technologies in our future. We

must continue to be adept, to take advantage of the new situations these disruptive technologies create and use these opportunities to show our strengths and adaptability.

One recurring theme in discussions about the future of our profession is how technology has changed user and client expectations in all spheres of activity—both personal and professional. User-centric services, social networking (and Web 2.0) tools, transparency and the blurring of the personal and the professional are all part of the present and future of our profession.

User-centric Services

In every area of information services, we are experiencing the trend toward user-centric services. This is a type of incremental change that has been occurring since the onset of the commercial Internet. Early in the development of the World Wide Web, online merchants began to differentiate themselves from their competitors by customizing the consumer experience for each individual user. Over time this became the norm, and now this type of user experience is ubiquitous and expected by the consumer in

almost all types of transactional or service activity.

The concept of Library 2.0, driven by the same trend toward user-centered services, is now also a common theme and one that is expanding to meet the expectations of both new information professionals and our clients. Kyle Jones (2009), in a recent article in *Library Journal*, draws a parallel between the ideals of those involved in early technology start-ups and new information professionals. "With the dawn of Library 2.0," he writes, "a philosophy based on user-centered services and change, new librarians—start-up librarians—are arriving at library directors' doorsteps by the semester with the same kind of fervor and ability that built today's great technology companies."

The proliferation of individualized experiences and the resulting perceived loss of authority will be shaping our field for the near future. For some information professionals, this is not new; for others, this is a radically different approach to providing service, and it affects the way that information professionals interact with their clientele.

Social Networking and Web 2.0

Concurrent with the development of user-centric services, more peer-to-peer networking and collaboration have been occurring. Younger workers, both our clients and those new to our profession, are creating their own

DEBBIE SCHACHTER is director of technology and collection management for the Vancouver Public Library, where she has responsibility for library systems, technical services, and collection management for a 22-branch library system. She is president of SLA's Western Canada Chapter and has more than 18 years' experience in a variety of nonprofit and for-profit settings, including news, legal and social services organizations. She can be reached at dschach@telus.net.





NEW from Hoover's Business Press!

**Axiom Gold
Award Winner**

Handbook of Industry Profiles 2008 **Analysis and Trends for 300 Industries**

Hoover's, the leader in affordable company information, teams up with First Research, an industry intelligence resource trusted by more than 50,000 users, to bring you this valuable resource.

Each industry profile includes:

- › Product, operations and technology issues
- › Competitive overview
- › Call preparation questions
- › Critical challenges facing the industry
- › Sales and marketing processes
- › Human resources issues
- › Employment trends and average wages
- › Links to important industry websites
- › Lists of the largest and fastest growing companies
- › SIC and NAICS codes

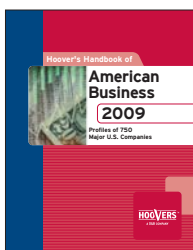
\$195.00 • 1st edition
June 2008 • 912 pp • Hardcover
ISBN 978-1-57311-125-6

\$195



Order TODAY!
Call 866 • 541 • 3922
E-mail: orders@hoovers.com
www.hooversbooks.com

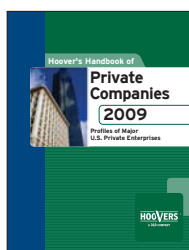
Hoover's Handbooks 2009 Editions - Get the whole set for just \$535!*



Hoover's Handbook of American Business 2009

Profiles 750 of the largest and most important U.S. companies.

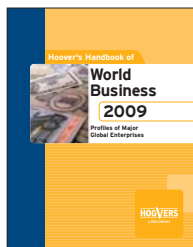
\$255.00
19th edition, December 2008
1,005 pp • 8-1/2" x 11" • Hardcover
ISBN 978-1-57311-127-0



Hoover's Handbook of Private Companies 2009

Includes coverage of 900 of the largest private U.S. business enterprises.

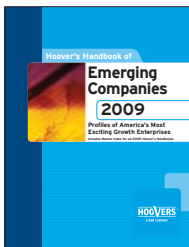
\$190.00
14th edition, December 2008
586 pp • 8-1/2" x 11" • Hardcover
ISBN 978-1-57311-128-7



Hoover's Handbook of World Business 2009

Features profiles of 300 of the most influential companies based outside the U.S.

\$205.00
16th edition, March 2009
398 pp • 8-1/2" x 11" • Hardcover
ISBN 978-1-57311-129-4



Hoover's Handbook of Emerging Companies 2009

Covers 600 of America's most exciting growth companies and includes a combined index for the Hoover's Handbooks set.

\$165.00
16th edition, April 2009
527 pp • 8-1/2" x 11" • Hardcover
ISBN 978-1-57311-130-0

* Pricing available only to end users, not distributors.

peer groups, unbounded by corporate or geographic constraints. This is not entirely new, but it is accelerating on a global level.

Information professionals need to focus on being where our clients reside, virtually as well as physically. As new information professionals bring their own social networking and Web 2.0 experiences and expectations to our workplaces, they will heighten our ability to interact with our clientele in their preferred environment.

The perceived loss of the role of the expert has been mourned by some information professionals, but the reality is that the perception of our expertise has, in fact, expanded to a broader level. The impact that information professionals can have today, through networking and social interaction tools, is much broader than in the past. New professionals can have as much or more expertise, in some areas, as someone who has been in the field for 20 years.

This is our opportunity to increase the relevancy of our profession, as new professionals with technological skills join longtime practitioners who themselves show the value of expertise developed through years of work experience. This opportunity does suggest a flattening of hierarchies within organizations, in much the same way that new start-ups organize themselves.

Transparency and Privacy

Another change that technology is causing and that will affect the future of our profession involves our concept of transparency. For the information professional, this change provokes two questions: Where is the line between professional and personal? What are

The proliferation of individualized experiences and the resulting perceived loss of authority will be shaping our field for the near future.

the expectations of our users?

Currently, there seem to be two distinct viewpoints on the concept of privacy. One view is that younger generations have not yet learned the value of privacy but will do so as they get older. The other view is that the twentieth century concept of privacy has changed forever. Both views may hold some truth.

Certain professional activities require some loss of privacy, such as writing blogs, participating in virtual meetings, and sharing in online discussions. Working in private companies may limit our work-related exposure on the Internet, but promoting ourselves and developing our profession increase our visibility.

We need to resolve these questions on a personal level, but it is evident that we need to be where our user base is and promote ourselves as broadly as possible. This inevitably leads to some loss of privacy. But we have control over what we choose to share or post on the Web or within our organizations. Our users and peers expect a certain level of transparency from us, and they now also expect to locate us in their chosen virtual spaces. Still, it is possible to maintain a degree of separation between our private and professional lives—we just need to be conscious of our own comfort level.

A World without Info Pros?

The future of our profession is linked in many ways to technology and the development of new tools for communication and information storage, retrieval, analysis and dissemination. Information professionals have always been early adopters of technology and we will continue to be so, in pursuit of tools that will improve our services and connections to our clientele. How we choose to leverage the expertise of our newest information professionals—who are often more familiar and adept with new technologies—and adapt to our changing work environments is in our hands.

Will the world be without information professionals in the future? I doubt it. Will the nature of the work or our interactions with our customers be different? Undoubtedly. **SLA**

REFERENCES

- Casey, M., and M. Stephens. (2008.) "When Worlds Collide." *Library Journal*, 133(15): 15 September.
- Jones, K. (2009.) "The Start-Up Librarian." *Library Journal*, 134(2): 1 February.
- Neelamegham, A. (2008.) "Library and Information Services: User-Centric Models." *Information Studies*, 14(4): October.
- Whisner, M. (2009). "Learning New Applications." *Law Library Journal*, 101(1): Winter.

The impact that information professionals can have today, through networking and social interaction tools, is much broader than in the past.



Stop Paying “Per Minute” Fees for Online Research!

“Per Minute” fees are left over from the “dial-up” generation. It’s 2009. . . It’s the Internet. So why pay “per minute” fees that elevate your costs?

- ☑ **Cost-recovery option** . . . 10-K Wizard has it.
- ☑ **Low flat rates to cap your costs** . . . 10-K Wizard has it.
- ☑ **Comprehensive content** . . . 10-K Wizard has it.
- ☑ **Expert customer support and training** . . . 10-K Wizard delivers it.
- ☑ **Different data or features for different people/roles** . . . 10-K Wizard delivers it.
- ☑ **Instant passwords and account control tools** . . . You’ll have it.

We’ve been helping law firms reduce their costs while maintaining the quality of research tools for more than 10 years. Over 350 firms, 55% of the ALM 100, have chosen 10-K Wizard because of the rich search capability, flexible packages, data extraction tools and excellent customer support.

Stop the “Per Minute” fees today. . . Your CFO will thank you. . . Your clients will thank you. Your budget will thank you.

Call for your free trial - 1(800) 365-4608 option 1.

SEC EDGAR – STOCK DATA – COMPANY PROFILES – INTERNATIONAL REPORTS – FUNDAMENTAL
FINANCIAL DATA – PEER ANALYTICS – DATA EXTRACTION TOOLS

**SLA 2009
BOOTH
1305/1306**

 **10k WIZARD®**
SEC POWER SEARCH
www.10kwizard.com, a Morningstar Company

Reaching Those Who Search (and Fail) on Their Own

Information professionals must go beyond providing good service and do a better job of marketing to those who don't use libraries or information centers.

BY JOHN R. LATHAM

I have stressed in my column over the years that the best marketing is outstanding service, but it doesn't stop there. Even if you provide excellent service, it will only be apparent to those who have benefited from it. You have to get the word out to those within your organization who have not used your services—and especially to senior management.

Evidence of this need is demonstrated by a recent Outsell survey (2009), which found that three in four knowledge workers would prefer to seek information on their own in spite of the fact that the search failure rate for these workers is 36 percent. That tells us we have work to do to market our products and services.

The Outsell survey report identifies three components of marketing: strategic marketing, marketing communications or promotions, and product marketing. Strategic marketing has more to do with the day-to-day needs of your users than with such things as one-off promotions or logos, although they may have their place.

In tough economic times, a strategic marketing plan is even more important than usual (as is regularly reviewing it). User needs can change with little warning or preparation, so you need to develop ways to stay informed. Now is a good time to convince senior management that you should be included in management meetings, especially emergency meetings that are called because of significant changes in the organization's operations or business environment.

Strategic marketing is not only about meeting your users' needs, but also

about communicating how your services can benefit the whole organization (especially those not currently using your services). To improve your marketing, you may need to change the way you communicate about your services. Although many of you are taking advantage of Web 2.0 developments, you may want to consider the following ideas:

Managing your Web site.

Take a look at your library's or information center's public Web site or intranet and verify that it really is addressing your users' needs, not just providing easy access to your systems and databases. Use tools such as Google Analytics to analyze the strengths and weaknesses of your current site, and identify what is actually of value to your users. Consider content management systems that facilitate user-generated or database-driven content that can be customized or personalized by the user.

Whether we like it or not, blogging, tweeting and networking tools are being used in business environments. Different interfaces for personal and business use do not work for either young or old anymore. Tagging, RSS feeds and wikis cost nothing but significantly improve the user experience. With the explosion of mobile devices,

check out mobile library applications that improve users' access to your Web-based features and create basic library search functions in these new user environments.

Evaluating, recommending and justifying Web 2.0 tools.

You will need to evaluate these new technologies and services in light of your organization's goals, expectations and culture and guard against adopting and promoting technologies just because they are new, shiny and cool. If the tools seem to be a good fit, you will have to convince management of the value of implementing them. Be sure to back up your proposal with facts.

Don't forget to get buy-in from the folks in information technology before requesting senior management approval and launching the new tools. This step must not be underrated, because IT professionals quite justifiably worry about security and (not necessarily so justifiably) about losing control. On a more practical note, there may be server or maintenance considerations related to your proposal. Taking IT for granted does not bode well for future cooperation.

Finally, have a control group test the proposed revisions early to ensure they will actually work better and that users can see what's in it for them. You only have one bite of the cherry when rolling out new systems.

Good luck. **SLA**

REFERENCES

Outsell, Inc. (2009.) "Strategic Marketing for Information Management." Information Management Service: IM Report, (12): April 6.



JOHN R. LATHAM is the director of the SLA Information Center. He can be reached at jlatham@sla.org.

The Information Center is sponsored by Dow Jones & Company, Inc.





For more information on these SLA online seminars, and to register, go to www.sla.org/clicku.

LIVE WEBINARS:

19 August
Electronic Records Retention:
10 Essential Elements

26 August
Dispatches from the Front Lines of
SharePoint-based Collaboration

9 September
Federated Search in a
Disparate Environment

30 September
Searching Public Records Online:
Tips and Tricks

7 October
Promoting Effective Use of
e-Resources Using e-Tools

21 October
Managing the Intranet (In
Recessionary Times)

4 November
Management and Leadership:
Which Hat Should You Be Wearing?

2 December
Understanding Digital Libraries

16 December
Becoming Green (or Greener) in
your Workplace: Moving Past the
Simple Steps

REPLAY WEBINARS:

Open Source Software for Libraries
Instructor: Nicole Engard

Ten Top Technologies for 2009
Instructor: Michael Stephens

Basics of Web Site Management,
Parts 1 and 2
Instructor: David Lee King

Advanced Web Searching Strategies,
Part 1: Google and Friends
Instructor: Greg Notess

Advanced Web Searching Strategies,
Part 2: Beyond the Web Databases
Instructor: Greg Notess

For information on these and other Click University courses and seminars, including new classes on copyright, see www.sla.org/clicku.

OTHER EVENTS

JUNE

15-16
Web Content 2009
DUO Consulting
Chicago, Ill., USA

15-19
Joint Conference on Digital Libraries
ACM SIGIR, ACM SIGWEB, and
IEEE-CS TCDL
Austin, Texas, USA
www.jcdl2009.org/

JULY

14-15
Umbrella 2009
Chartered Institute of Library &
Information Professionals
Hatfield, U.K.
www.umbrella2009.org.uk/

25-28
AALL Annual Meeting
American Association of Law
Libraries
Washington, D.C., U.S.A.
www.allnet.org/events/

28-5 August
Digital Libraries a la Carte 2009
Tilburg University
Tilburg, The Netherlands
www.tilburguniversity.nl/services/lis/ticer/09carte/

AUGUST

8-11
2nd International Conference on
Computer Science and Information
Technology
Beijing, China
www.iccsit.org/

23-25
Salford Data Mining Conference 2009
Salford Systems
San Diego, Calif., USA
<http://salforddatamining.com/>

23-27
IFLA 2009
World Library and Information
Congress
Milan, Italy
www.ifla.org/iv/ifla75/index.htm

31-1 Sept.
Kaleidoscope 2009
International Telecommunication
Union
Mar del Plata, Argentina
www.itu.int/ITU-T/uni/kaleidoscope/2009/

SEPTEMBER

9-10
Gov 2.0 Summit
O'Reilly Media and TechWeb
Washington, D.C., U.S.A.
www.gov2summit.com

15-18
ALIA 2009 National Library and
Information Technicians Conference
Australian Library and Information
Association
Adelaide, Australia
<http://conferences.alia.org.au/libtec2009/>

OCTOBER

1-2
Sixth International Conference on
Intellectual Capital, Knowledge
Management and Organizational
Learning
McGill University
Montreal, Canada
www.academic-conferences.org/icickm/icickm2009/icickm09-home.htm

5-8
International Conference on Academic
Libraries
University of Delhi
Delhi, India
<http://library.du.ac.in/ocs/index.php/ical/index>

7-9
CENTERIS 2009: Conference on
ENTERprise Information Systems
Polytechnic Institute of Cávado and
Ave and the University of Trás-os-
Montes e Alto Douro
Ofir, Portugal
<http://centeris.eiswatch.org/>

12-14
LIANZA Conference 2009
Library and Information Association
of New Zealand Aotearoa
Christchurch, New Zealand
www.lianza.org.nz/events/conference2009/

12-16
International Conference on Dublin
Core and Metadata Applications
Dublin Core Metadata Initiative
Seoul, Korea
www.dc2009.kr/

15-16
Internet Librarian International
Information Today
London, U.K.
www.internet-librarian.com/index.php

15-16
People in the Information Profession
CAVAL
Melbourne, Australia
www.caval.edu.au/hrconference.html

14 - 17 JUNE 2009

SLA Annual Conference
Washington, DC, USA
www.sla.org
Keynote speaker:
General Colin Powell

ADVERTISING INDEX

10K Wizard Technology	58
A.M. Best	46
American Chemical Society	13
American Chemical Society	50
American Medical Association	2
Annual Reviews	44
Chemical Abstracts Service	10
Cold Spring Harbor Press	49
Copyright Clearance Center.	C2
Dialog Proquest	C4
Hoover's, Inc.	56
HW Wilson	53
IEEE	16
LexisNexis	25
License Logic	9
Marquis Who's Who	31
Nature Publishing	54
Optical Society of America	22
Ovid Technologies	6
Plunkett Research, Ltd	28
Powell's Technical Books	35
San Jose State University-SLIS	C3
SPIE	43
Springer	39
The Wharton School	1

SLA PRODUCTS AND SERVICES

Click U Webinars	52
IO Online	38
Member Benefits	36
SLA 2010	4
SLA at 100 Book	18
SLA Career Center	8



Researcher
Cataloger
Archivist
Storyteller
Librarian
Webmaster
Internet trainer
Library director
Records manager
Teacher-librarian
Database designer
Information broker
Reference librarian
Library branch manager
Instruction librarian
Literacy specialist
Information architect
Knowledge manager
Information specialist
Digital assets manager

Earn your MLIS degree

**Without leaving your
home or current job**

- Fully online distance learning MLIS program
- Executive MLIS cohort program, designed for experienced library managers

Students in our Executive MLIS program take part in short residencies, complete online courses, study with a small group of other library managers, and prepare to take on new leadership roles.

Conveniently located everywhere

<http://slisweb.sjsu.edu>

Dialog & ProQuest—Major Conference Partner and Sponsor of SLA 2009.

Smart searchers start here.



Effective, efficient access to the vital information you need, from the authoritative sources you trust. Precision and accuracy—critical to confident decisions. A complete resource customizable to your personal information needs. Dialog is, without a doubt, the most powerful research solution available.

Visit us at SLA in booth 620.
www.dialog.com

Dialog®
Authoritative answers enriched by ProQuest